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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

The Security Council, in its resolution 2333 (2016), extended the mandate of United Nations Mission in Liberia (UNMIL) for a final period until 30 March 2018 and requested the Secretary-General to complete by 30 April 2018 the withdrawal of all uniformed and civilian UNMIL components, other than those required to complete the Mission's liquidation.

The present report contains the budget for UNMIL for the period from 1 July 2017 to 30 June 2018, which amounts to $122,111,200 and provides for the withdrawal and liquidation of the Mission by 30 June 2018 in line with Security Council resolution 2333 (2016).

The proposed budget takes into account the gradual withdrawal of 15 military observers, 419 military contingent personnel, 50 United Nations police officers, 260 formed police units personnel, 237 international staff, 421 national staff, 125 United Nations Volunteers and 5 Government-provided personnel during the mandate and withdrawal period from 1 July 2017 to 30 April 2018; and the separation of up to 125 international staff, 224 national staff and 46 United Nations Volunteers during the completion of the liquidation period from 1 May to 30 June 2018.

The total resource requirements for the UNMIL for the financial period from 1 July 2017 to 30 June 2018 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (security, stability and political engagement; rule of law; peace consolidation; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the mandate and withdrawal period and completion of the liquidation of the Mission, in line with Security Council resolution 2333 (2016). The support component is divided into two frameworks, the first for the mandate and withdrawal period, from 1 July 2017 to 30 April 2018, and the second for the completion of liquidation period from 1 May to 30 June 2018.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June.)

			Cost estimates			Variance	
Category	*Expenditures (2015/16)*	*Apportionment (2016/17)*	*Mandate and withdrawal (1 July 2017-30 April 2018)*	*Completion of liquidation (1 May-30 June 2018)*	*Total (2017/18)*	*Amount*	*Percentage*
Military and police personnel	140 537.4	60 161.2	26 164.9	–	26 164.9	(33 996.3)	(56.5)
Civilian personnel	105 745.4	73 290.90	54 004.9	4 976.9	58 981.8	(14 309.1)	(19.5)
Operational costs	66 969.3	53 687.5	33 790.8	3 173.7	36 964.5	(16 723.0)	(31.1)
Gross requirements	**313 252.1**	**187 139.6**	**113 960.6**	**8 150.6**	**122 111.2**	**(65 028.4)**	**(34.7)**
Staff assessment income	8 996.7	6 562.8	4 631.6	386.0	5 017.6	(1 545.2)	(23.5)
Net requirements	**304 255.4**	**180 576.8**	**109 329.0**	**7 764.6**	**117 093.6**	**(63 483.2)**	**(35.2)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8		52.8	–	–
Total requirements	**313 304.9**	**187 192.4**	**114 013.4**	**8 150.6**	**122 164.0**	**(65 028.4)**	**(34.7)**

Human resources

	Authorized strength[a] *2016/17*	*Planned deployment*[b]											
		Mandate and withdrawal										*Completion of liquidation*	
		July 2017	*August 2017*	*September 2017*	*October 2017*	*November 2017*	*December 2017*	*January 2018*	*February 2018*	*March 2018*	*April 2018*	*May 2018*	*June 2018*
Military observers	50	15	15	15	15	15	15	15	15	15	–	–	–
Military contingents	1 190	419	419	419	419	419	419	419	419	189	–	–	–
United Nations police	226	50	50	50	50	50	50	50	50	25	–	–	–
Formed police units	380	260	260	260	260	260	260	260	260	120	–	–	–
International staff[c]	294	237	237	237	236	236	236	230	214	202	140	125	84
National staff[d]	560	421	421	421	421	421	421	398	356	327	259	224	107
Temporary positions													
United Nations Volunteers	157	125	125	125	125	125	125	115	98	92	51	46	18
Government-provided personnel	26	5	5	5	5	5	5	5	5	5	–	–	–
Total	**2 883**	**1 532**	**1 532**	**1 532**	**1 531**	**1 531**	**1 531**	**1 492**	**1 417**	**975**	**450**	**395**	**209**

[a] Represents highest level of authorized/proposed strength.

[b] Deployment is shown as at the first day of the month.

[c] Includes two Field Service posts financed under general temporary assistance during the period from 1 January to 30 June 2018.

[d] Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). In its resolution 2333 (2016), the Council decided to extend the mandate for a final period until 30 March 2018 and requested the Secretary-General to complete by 30 April 2018 the withdrawal of all uniformed and civilian UNMIL components, other than those required to complete the Mission's liquidation.

2. The Mission was mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia.

3. Within this overall objective, UNMIL will, during the budget period, contribute to a number of expected accomplishments by delivering the related key outputs shown in the frameworks below. These frameworks are organized according to components (security, stability and political engagement; rule of law; peace consolidation; support), which are derived from the mandate of the Mission. The support component is divided into two frameworks, the first for the mandate and withdrawal phase, from 1 July 2017 to 30 April 2018, and the second for the completion of liquidation period, from 1 May to 30 June 2018.

4. The expected accomplishments would lead to the fulfilment of the mandate established by the Security Council within the remaining lifetime of the Mission, and the indicators of achievement show a measure of progress towards such accomplishments during the budget period. The human resources of UNMIL in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which is attributed to the Mission as a whole.

5. The budget provides for the phased withdrawal of military and police personnel present in the Mission area as at 1 July 2017 (15 military observers, 419 military contingent personnel, 50 United Nations police officers and 260 formed police personnel), the planned reduction of 237 international staff (including 2 temporary Field Service positions), 125 United Nations Volunteers and 5 Government-provided personnel and the separation of 421 national staff encumbering approved posts as at the same date, as well as for the administrative liquidation of the Mission during the period from 1 May to 30 June 2018.

6. The Mission is headed by the Special Representative of the Secretary-General for Liberia, at the level of Under-Secretary-General, assisted by the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator) and the Deputy Special Representative of the Secretary-General (Political and Rule of Law), both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the D-2 level, while police operations, including support to the institution- and capacity-building of law enforcement agencies, are headed by a Police Commissioner at the D-1 level. Mission support is headed by a Director at the D-2 level and executive direction and management is headed by a Chief of Staff at the D-1 level.

B. Planning assumptions and mission support initiatives

7. In accordance with Security Council resolution 2333 (2016) and in the context of the Mission's progressive drawdown, UNMIL, in close coordination with its partners, will support the Government of Liberia during the transition period in

advancing critical political, governance, justice and security, and institution- and capacity-building efforts, as well as security cooperation in the subregion, and in strengthening the promotion and protection of civilians and human rights, including efforts to combat sexual and gender-based violence. The Mission will continue to enhance integration with the United Nations country team in the implementation of the Mission's mandate, including for the transition of ongoing projects pursuant to resolution 2333 (2016), and to that end the resources required to support the transition of discrete and sensitive projects are included in the present budget proposal. These include, for instance, a project to support the Land Commission and a joint programme of the UNMIL rule of law pillar and the United Nations Development Programme (UNDP) to ensure an effective handover of responsibilities and ensure continued cooperation on core issues. It is similarly proposed to utilize funds to support confidence-building measures in order to increase the population's trust in central and local government institutions by supporting the rule of law, the protection of civilians and the promotion of human rights, as well as to address contingencies and other specific issues as they arise during the elections and transition period. UNMIL will also use its good offices to advocate for and support expedited, tangible progress in the areas of institutional reform, conflict resolution, reconciliation, inclusion and social cohesion, free and fair elections, and a peaceful transition of government. The activities will be planned to ensure finalization before the end of the mandate period, which is 30 March 2018, and clear the way for the repatriation of civilian and military personnel and a smooth, effective and efficient liquidation of the Mission.

8. Following the completion of the security transition on 1 July 2016, UNMIL continued to support national justice and security institutions with law and policy reform. The Liberian National Police Act and the Liberian Immigration Service Act came into force, and related regulations and administrative instructions to facilitate their implementation, developed with UNMIL support, were validated. The judiciary, with support from the Government of Sweden, commenced the training of 60 professional magistrates to augment their capacity. The Mission conducted training for 60 mid-level corrections officers on general management and prison operations. Internal oversight and accountability structures within justice and security institutions were enhanced, including through the decentralization of the Professional Standards Division of the Liberian National Police. Liberia made significant progress in meeting its treaty reporting obligations, and the Independent National Commission on Human Rights improved its internal processes and procedures, including with respect to the handling of complaints and records management, and issued monitoring reports. In addition, the review of the national security strategy of 2008, interrupted in 2014 owing to the Ebola crisis, was resumed, and discussions to improve public safety and regulate private security companies commenced.

9. In 2016, the Mission launched several initiatives to address the underlying causes of conflict and to strengthen national capacities for building and sustaining social cohesion. In this context, the first county reconciliation dialogue was held in Grand Gedeh County, and UNMIL support to the Government's Peacebuilding Office led to the strengthening of the County Peace Committee in Sinoe County. A number of quick-impact projects have promoted constructive engagement among former combatants, security institutions and local communities in an effort to mitigate the risk of mob violence. UNMIL successfully assisted local communities and concession companies to constructively manage relations in a number of counties, which led to the resolution of several long-standing local disputes. UNMIL advocacy has advanced the policy dialogue on legislation to create a national peace council, which would enhance the effectiveness of national and county peace infrastructures, including the Office of the Peace Ambassador, county

and district peace committees, Palava huts, women's peace huts and civil society councils. UNMIL support to decentralization continued with the establishment of county service centres in River Cess, Gbarpolu and Bomi counties.

10. The implementation of the mandate during the budget period is expected to be significantly impacted by the presidential and legislative elections in 2017, as well as the downsizing and liquidation of the Mission in accordance with Security Council resolution 2333 (2016). The Mission will, through the good offices and political facilitation role of the Special Representative of the Secretary-General, support both presidential and legislative elections, including the participation of women, address potential tensions and conflicts, support reconciliation efforts and social cohesion, advocate for the protection of civilians and human rights, including combating sexual and gender-based violence, and promote the implementation of institutional, law and policy reforms in the justice and security sectors.

11. In order to address gaps in the capabilities of the Government, the Mission will assist, as requested and within its capabilities, bearing in mind the responsibility of the Government, with logistical support, including aviation support, during the 2017 presidential and legislative electoral process, including voter registration, in particular to facilitate access to remote areas.

12. A key priority for the Mission will be to ensure effective security for the free, fair, transparent and safe conduct of the 2017 elections, in line with international human rights standards, and the transition to a new Government. In this regard, UNMIL will continue to protect the civilian population from the threat of physical violence, within its capabilities and areas of deployment, without prejudice to the primary responsibility of the Liberian authorities for the security and protection of the population. The key components of election security will include efforts to build trust with communities through an increased emphasis on community policing, advising the national police and other law enforcement agencies on effective nationwide operational planning and enhancing command and control capacities. Additional priorities for the security and justice sectors will include advising the Government of Liberia on the effective implementation of the national security strategy, the Liberian National Police Act, the Liberian Immigration Service Act, and the Firearms and Ammunition Control Act, and on the implementation of nationally validated recommendations for justice sector reform, and supporting, in collaboration with the World Bank, a public expenditure review. The Mission will also seek to promote accountability for crimes involving sexual and gender-based violence and for harmful traditional practices; promote human rights, including in the constitutional review process; and strengthen professional standards, oversight and accountability. Efforts will also be made to promote the implementation of key recommendations of the universal periodic review and the National Human Rights Action Plan.

13. In accordance with Security Council resolution 2333 (2016), UNMIL military personnel was reduced to a ceiling of 434 by 28 February 2017, comprising one company and appropriate enablers, including air assets. The Mission's police personnel were reduced to 50 officers, and two formed police units were retained, reducing the total police capacity to the authorized level of 310 personnel. According to the drawdown plan, the phased withdrawal of military and police personnel will start in February 2018 and will be fully completed by the end of March 2018.

14. With regard to peace consolidation, the Mission will continue to assist in efforts to build critical national and local capacities to address the root causes of conflict in Liberia. Priority will be given to programmatic activities, such as improvement of land administration and decentralization of critical services, to

address the drivers of conflict, which will be implemented with the United Nations country team and other local partners. In the same vein, the Mission will support the constructive engagement of high-risk youth in the lead-up to the 2017 elections. In addition, county reconciliation dialogues led by the local county authorities and supported by the Liberian Peacebuilding Office and UNMIL will be rolled out in seven conflict-prone and marginalized counties (Bomi, Bong, Lofa, Maryland, Nimba, River Cess and Sinoe). These will act as one of the Mission's main vehicles to support nationwide reconciliation at the local level, in connection with the good offices and political support mandate of the Special Representative of the Secretary-General, with the dialogue processes serving as venues for the local administration, political parties, traditional elders, civil society, the business community, and labour and professional associations to achieve consensus on peace consolidation in the lead-up to the 2017 elections and beyond. The youth and reconciliation dialogue projects are intended to support the conflict prevention capacities of societal and government actors during and following the electoral period. UNMIL will implement its mandate in collaboration with United Nations agencies and other partners in order to facilitate the transition of peace consolidation priorities and capacities from the peacekeeping operation to the Government and the United Nations country team. As requested by the Security Council in its resolution 2333 (2016), UNMIL and the United Nations country team have developed a peacebuilding plan that outlines the role of the United Nations and relevant partners in supporting Liberia's transition process until March 2018 and establishes a framework for United Nations support for the county's peacebuilding priorities until 2020.

15. Programmatic activities totalling $7 million are proposed to be completed with the support of the country team, the Government and civil society as implementing partners. The projects were developed by the Mission to respond to the mandated, authorized and requested activities in paragraphs 8, 11, 12 and 13 of resolution 2333 (2016).

16. In its resolution 2333 (2016), the Security Council requested UNMIL to transfer mandated activities to the Government and the country team to ensure continuity of services and avoid gaps, in particular for continued progress on human rights monitoring, the rule of law, national reconciliation and security sector reform. The Council acknowledged the critical importance of the transition of the Government in January 2018 and encouraged the international community and the Mission to support the country team's assistance to the Government. The Mission's good offices and political support mandate, are designed to ensure an effective transition and ensure that the next administration is able to carry out its obligations and carry forward the legacy UNMIL has built over the past 14 years. To that end, programmatic activities to responsibly finalize essential projects are necessary; otherwise, transfer activities could result in the loss of the vital capacity necessary for the next Government to manage and potentially sustain peace after the Mission's withdrawal. The programmatic activities are therefore necessary to ensure that the next Government enjoys every possible advantage, which is of critical importance in the implementation of resolution 2333 (2016) and of critical importance for sustainable peace in Liberia.

17. The Mission has also budgeted for confidence-building measures to strengthen governmental and non-governmental institutions in the rule of law, the protection of civilians and the promotion of human rights, as well as to address contingencies and other specific issues as they arise during the elections and transition period, with a specific focus on underserved and at-risk populations. The overall objective of those measures is to increase the population's trust in central and local government institutions, while empowering civil society to make meaningful contributions to the

maintenance of peace and stability. Strengthening public confidence in State institutions and the role of civil society actors will be key in the lead-up to the elections in October, the transfer of power in early 2018 and the successful completion of the Mission's 15-year mandate in March 2018. The confidence-building measures will help facilitate increased participation by civil society groups, including women, in political processes and broader peace consolidation efforts as UNMIL enters its final phase.

18. Confidence-building measures will focus on communities in which grievances could create tensions and require mitigation through early response and reconciliation initiatives. They will also support social and capacity-building initiatives focusing on sexual and gender-based violence and the enhanced engagement of youth, who represent Liberia's largest and most volatile demographic group. Finally, the measures will seek to ensure integration of a gender perspective in both project design and project implementation.

19. The support component of the mission will be realigned to the mandate changes and the phased reduction of the military, police and civilian capacity. The proposed leaner mission support operating structure will not have the benefit of the military transport and engineering capacity, which was repatriated in February 2017; consequently, engineering and transportation requirements will need to be fulfilled by civilian capacity or through commercial options.

20. The wet season in Liberia heavily impacts the already very poor road infrastructure, resulting in the closure of key routes for months. The October 2017 presidential and legislative election will take place during the wet season, when it is expected that many roads will not be accessible. Electoral material and personnel will need to be able to move throughout the country. UNMIL is mandated to assist and meet any urgent logistical gaps, which it expects to do mainly through airlifts.

21. Because of the road situation and the rainy season, UNMIL relies on air assets for critical transportation of passengers and cargo. Based on the reduced number of sites and personnel, UNMIL will reduce its fleet to three military rotary-wing and one fixed-wing aircraft. This level of air capacity is essential for internal mobility to facilitate mandate-related operations, emergency response and medical evacuations and the possible rapid deployment of a quick reaction force.

22. The reduction of uniformed personnel and site closures will reduce service requirements. The budget proposal for the 2017/18 period therefore reflects a reduction in resource requirements, including the number of civilian personnel, maintenance services for facilities and infrastructure, equipment and material acquisitions and associated freight charges. The Regional Field Offices in Greenville and Harper were closed in September 2016 and the Gbarnga Office will be reduced to a small communication hub, leaving the two Regional Field Offices in Voinjama and Zwedru. Inclusive of those Offices, the Mission will operate and support 18 sites in Liberia on 1 July 2017.

Mission withdrawal and liquidation

23. During the 2016/17 period, UNMIL actively engaged in preparations for liquidation, including site preparations, reduction of inventory levels and disposal of property, plant and equipment to expedite the liquidation process. The final closure and liquidation of UNMIL is a significant activity. It will involve the repatriation of uniformed personnel and non-liquidation civilian personnel by 30 April 2018 and require enough time to close 18 sites and dispose of assets.

24. On 1 July 2016, UNMIL operated 31 sites. This number was reduced to 25 sites by 1 January 2017 and is proposed to be further reduced to 18 sites by 1 July

2017. The remaining sites will be closed by 30 June 2018 in line with the military, police and civilian drawdown. The last site to be closed will be the logistics hub in Monrovia known as "Star Base". Before the time of closure, an environmental clean-up of the sites will be carried out according to United Nations environmental policies. All sites will be inspected by government officials before being handed over. All the assets will be disposed of in accordance with the asset disposal plan.

25. UNMIL has a dedicated environmental team that ensures that the environmental policies of the United Nations and the Government are disseminated to all concerned parties. The Mission follows up closely to ensure that the policies are fully implemented. Most of the mission support sections have been involved in environmental risk mitigation activities.

26. During 2017/18, UNMIL will ensure that those activities continue, including the utilization of incinerators, especially for the disposal of medical waste; the use of collection and disposal points for toxic waste for further safe disposal; the maintenance of fuel containment areas and oil and water separators; the utilization of waste treatment plants; and the cleaning of all sites vacated by the Mission. Provisions have been included in the budget proposal for 2017/18 in the amount of $3.6 million for the purpose of meeting the standards associated with the environmental clean-up of Mission sites for handover during liquidation. In order to ensure quality control, the Mission's environmental team and the Environmental Protection Agency of Liberia will conduct inspections at the various sites used by the Mission.

27. The closure of the Regional Field Offices in Harper and Greenville in September 2016 left the Mission with the three Offices in Gbarnga, Voinjama and Zwedru. The area of responsibility of the Regional Field Office in Zwedru was expanded to help maintain coverage in the south-eastern region. In line with the recommendations of the strategic assessment mission conducted in August and September 2016 the Gbarnga Regional Field Office will be closed by the end of June 2017, but retain a small capacity until 31 March 2018 to facilitate the closure of the remaining Mission sites. UNMIL will retain the Regional Field Office in Zwendru, with its expanded coverage, until 31 January 2018 and the Office in Voinjama until 31 March 2018 to maintain coverage of the remote northern part of the country during the transition.

28. In order to further streamline the Mission's structure in line with Security Council resolution 2333 (2016), the Rule of Law and Security Institutions Support Service will be dissolved, with only the minimum capacity necessary to support the implementation of the Mission's good offices and political support in the areas of justice reform and security sector reform being retained. This capacity will be absorbed in the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) and the Office of the United Nations Police Commissioner.

29. In accordance with Security Council resolution 2333 (2016), UNMIL military and police personnel were reduced significantly by 28 February 2017. The resulting reduction in resource requirements under military and police personnel for the 2017/18 period is estimated at 56.5 per cent.

30. The Mission is proposing a decrease in the civilian staffing component by 57 international staff, 139 national staff and 32 United Nations Volunteers and the conversion of 3 positions from international to national United Nations Volunteers for a total decrease from 1011 to 783 civilian personnel by the beginning of the 2017/18 period. By 1 July 2017, the UNMIL staffing component will comprise 237 international and 421 national staff (35 National Professional Officer and 386 national General Service posts) and 125 United Nations Volunteers.

31. UNMIL has developed a liquidation plan in order to provide guidance in the preparation and execution of the liquidation process. It has been designed as a handbook and provides an overview of the pre-liquidation and liquidation tasks and activities. The liquidation process is divided into six phases of four weeks each. The plan provides specific timelines and events that must take place to ensure timely and effective liquidation of the Mission. Accordingly, liquidation planning incorporates support requirements to carry out ongoing substantive or other operational activities for a limited amount of time.

32. In order to address gaps in the capabilities of the Government, UNMIL will assist, as requested and within its capabilities, with logistical support, including aviation support, during the 2017 presidential and legislative electoral process, including voter registration, in particular to facilitate access to remote areas.

33. As guided by the Department of Peacekeeping Operations/Department of Field Support Liquidation Manual, a liquidation task force will be established to function as a steering committee to provide strategic guidance to the liquidation planning process and to ensure that planning for liquidation is in line with the exit strategy. Subject matter experts will be required to ensure that proper procedures are followed for their respective areas. The size of the liquidation task force will be determined by the scope and support requirements; however, it will be as small as possible. The size of the task force will decrease rapidly during the initial wind-down phase and thereafter until the liquidation process is completed. Every effort will be made to establish, to the extent possible, alternative contractual or other suitable arrangements, with a view to minimizing support staff requirements.

34. The Mission will dispose of an estimated 7,436 items of property, plant and equipment, with an estimated depreciated value of $22.15 million, and 2,900,000 items of expendable inventory, with an estimated value of $33.2 million.

35. The above-mentioned items will be disposed of through: (a) transfer to other peacekeeping missions; (b) commercial sale and disposal; and (c) gifts to the host Government and to non-governmental organizations.

36. The Mission's draft preliminary asset disposal plan, will be finalized by December 2017. Once finalized and endorsed by the Director of Mission Support and the United Nations Logistic Base at Brindisi, Italy, it will become the UNMIL asset disposal plan. It is estimated that virtually all UNMIL assets can be categorized (in accordance with the Financial Regulations and Rules of the United Nations) as follows:

(a) Assets to be transferred to other peacekeeping missions, with a preliminary estimated depreciated value of $12.06 million;

(b) Assets with potential for disposal by commercial sale or to be gifted or scrapped, with a preliminary estimated depreciated value of $25.51 million;

(c) Assets that will be expensed or written-off during the 2017/18 period, with a preliminary estimated value of approximately $17.8 million.

37. The process of identifying recipient United Nations missions for assets in the first category is ongoing. UNMIL Supply Chain Management is working closely with the liquidation team in the United Nations Logistics Base to establish the exact method of disposal for the second category of assets (commercial sale, gifting or destruction/scrapping).

38. Fixed infrastructure assets will, most likely, be gifted to the Government or local non-governmental and non-profit organizations on the basis of detailed cost-benefit analyses [following consideration of official requests for assistance from those entities].

Quick reaction force

39. Arrangements will also remain in place to provide "over-the-horizon" support through a quick reaction force of 740 troops from the United Nations Multidimensional Integrated Stabilization Mission in Mali to provide temporary support to UNMIL in the event of a serious deterioration of the security situation in Liberia. If required, the quick reaction force would deploy in three groups: an advance party of 150 troops would deploy within 72 hours of authorization by United Nations Headquarters, a main body of 350 troops would deploy within 5 days of the order and a second main body of 240 troops would deploy within 10 days of the order. UNMIL would be required to cover the cost of transportation of personnel and contingent-owned equipment, accommodation, rations, water and ammunition. The estimated cost to support the quick reaction force for the first month is $1.87 million (including round-trip freight and aircraft costs, bottled water, rations, fuel and water for washing) and $200,500 for each month thereafter. There is no resource provision in the present budget submission for the quick reaction force. If a need for the force arises, resource requirements will be addressed at that time.

Mission support initiatives

40. UNMIL has taken a number of management decisions which have and/or will result in efficiency gains.

41. In October 2016, UNMIL renegotiated its banking services contract with the local bank institutions, which resulted in reduced requirements for banking fees by approximately $400,000 for the 2017/18 period when compared to the amounts initially requested for the 2016/17 period.

42. The implementation of Umoja, as a single integrated system across all missions, has made it possible for the Organization to centralize payroll processing for all field-based national staff and uniformed personnel at the Regional Service Centre in Entebbe, Uganda. Economies of scale allow a smaller number of staff to process payroll and other entitlements in a unified system, rather than through multiple processes for each mission and staff category.

43. Estimated savings of nearly $1.1 million were achieved as a result of the implementation of Umoja Extension 1, including the abolishment of posts no longer required and a reduction in banking fees resulting from streamlined processes.

44. The budget proposal for the 2017/18 period is predicated on the assumption that the October 2017 presidential elections will be peaceful and timely and that the Government that is inaugurated in January 2018 will not impede or disrupt the activities of the Mission.

C. Regional mission cooperation

45. Following the withdrawal of the United Nations Operation in Côte d'Ivoire in June 2017, the inter-mission cooperation that has facilitated cross-border collaboration at the national and local levels will no longer take place. UNMIL will continue to support the engagement of the Government Liberia bilaterally with Ivoirian counterparts, especially in monitoring border areas, sharing information and coordinating actions. In support of strengthening regional partnerships, UNMIL and the United Nations country team will continue to engage with the United Nations Office for West Africa and the Sahel, the Economic Community of West African States (ECOWAS) and the Mano River Union on subregional peace and

security initiatives, including strengthening early warning mechanisms, ensuring the conduct of peaceful elections and enhancing peace consolidation and stability.

D. Partnerships, country team coordination and integrated missions

46. The findings of the Liberia case study on United Nations integration, prepared for the meeting of the United Nations System Chief Executives Board for Coordination on 27 April 2016, demonstrated the value of system-wide coherence during the drawdown of UNMIL. It will be essential to ensure a highly effective United Nations posture following the departure of UNMIL. The need to consolidate the gains of the past 14 years with a smaller United Nations presence, combined with shrinking development assistance, will stretch the capacity of the United Nations to deliver during an uncertain and potentially volatile period for the country.

47. UNMIL and the United Nations country team are working together on the Mission's mandated priorities, with the overall goal of achieving a seamless transition. In this regard, the Mission is launching a number of programmatic activities in collaboration with the United Nations country team, as outlined above. Under the Global Focal Point arrangement, a joint programme entitled "Strengthening the rule of law in Liberia: justice and security for the Liberian people" has been developed to ensure ongoing attention to the justice and security sectors in Liberia.

48. With the UNMIL field presence to be reduced to two Regional Field Offices by 30 June 2017, opportunities for the United Nations country team presence outside Monrovia, including co-location, will continue to be explored. The collaboration between UNMIL and regional organizations such as the African Union, ECOWAS and the Mano River Union have intensified, with the goal of creating the opportunity for those continental and regional mechanisms to assume greater roles in Liberia.

49. The Government's reorganization of the management structures for overseeing progress in the peace, security, justice and rule of law pillar under the Agenda for Transformation, which was approved in November 2016, has provided an opportunity for the United Nations system and international partners to improve the coordination of responsibilities for delivering results in peace, development and security. In addition, the Liberia peacebuilding plan, requested by Security Council in its resolution 2333 (2016), will support this effort by directing the role of the United Nations system and other relevant partners, including multilateral and bilateral actors, in ensuring a successful transition process until the end of the mandate on 30 March 2018, while focusing on jointly identified peacebuilding priorities.

E. Results-based-budgeting frameworks

Executive direction and management

50. Overall mission direction and management are provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved for 2016/17	1	1	4	1	3	**10**	1	–	**11**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	1	1	4	1	3	**10**	1	–	**11**
As at 1 January 2018	1	1	4	1	3	**10**	1	–	**11**
As at 1 April 2018	–	–	–	–	–	**–**	–	–	**–**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Joint Analysis and Operations Centre									
Approved for 2016/17	–	–	3	1	–	**4**	2	6	**12**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	–	–	2	–	–	**2**	2	6	**10**
As at 1 January 2018	–	–	2	–	–	**2**	2	6	**10**
As at 1 April 2018	–	–	–	–	–	**–**	–	–	**–**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Communications and Public Information Office									
Approved for 2016/17	–	–	3	2	2	**7**	19	4	**30**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	–	–	2	2	2	**6**	19	4	**29**
As at 1 January 2018	–	–	2	2	2	**6**	19	4	**29**
As at 1 April 2018	–	–	1	–	–	**1**	2	–	**3**
Completion of liquidation phase									
As at 1 May 2018	–	–	1	–	–	**1**	1	–	**2**
As at 1 June 2018	–	–	1	–	–	**1**	1	–	**2**
Legal Affairs Section									
Approved for 2016/17	–	–	2	1	–	**3**	–	–	**3**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	–	–	2	1	–	**3**	–	–	**3**
As at 1 January 2018	–	–	2	1	–	**3**	–	–	**3**
As at 1 April 2018	–	–	2	1	–	**3**	–	–	**3**
Completion of liquidation phase									
As at 1 May 2018	–	–	1	1	–	**2**	–	–	**2**

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG ASG	D-2 D-1	P-5 P-4	P-3 P-2	Field Service	Subtotal			
As at 1 June 2018	–	–	1	1	–	**2**	–	–	**2**
Political Affairs Section									
Approved for 2016/17	–	1	3	2	–	**6**	2	3	**11**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	–	1	3	2	1	**7**	2	3	**12**
As at 1 January 2018	–	1	3	2	1	**7**	2	3	**12**
As at 1 April 2018	–	1	1	–	–	**2**	1	–	**3**
Completion of liquidation phase									
As at 1 May 2018	–	–	1	–	–	**1**	–	–	**1**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Conduct and Discipline Team									
Approved for 2016/17	–	–	3	–	1	**4**	1	–	**5**
Proposed deployment									
Mandate and withdrawal phase									
As at 1 July 2017	–	–	2	–	1	**3**	1	–	**4**
As at 1 January 2018	–	–	2	–	1	**3**	1	–	**4**
As at 1 April 2018	–	–	1	–	–	**1**	1	–	**2**
Completion of liquidation phase									
As at 1 May 2018	–	–	1	–	–	**1**	1	–	**2**
As at 1 June 2018	–	–	1	–	–	**1**	1	–	**2**
Total									
Approved for 2016/17	1	2	18	7	6	**34**	25	13	**72**
Proposed deployment	–	–	–	–	–		–	–	**–**
Mandate and withdrawal phase									
As at 1 July 2017	1	2	15	6	7	**31**	25	13	**69**
As at 1 January 2018	1	2	15	6	7	**31**	25	13	**69**
As at 1 April 2018	–	1	5	1	–	**7**	4	–	**11**
Completion of liquidation phase									
As at 1 May 2018	–	–	4	1	–	**5**	2	–	**7**
As at 1 June 2018	–	–	3	1	–	**4**	2	–	**6**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Office of the Special Representative of the Secretary-General

51. The Special Representative of the Secretary-General is the highest-ranking United Nations official in Liberia, serves as Head of UNMIL and is responsible for the overall direction and management of the Mission in line with its mandate. Pursuant to Security Council resolution 2333 (2016), by which the Council extended the mandate of the Mission for a final period until 30 March 2018, the political facilitation and political support role of the Special Representative of the Secretary-General encompasses a number of priority areas, including addressing the root causes of conflict, reinvigorating national and local reconciliation processes,

promoting land reform, advancing constitutional and institutional reforms, especially of the rule of law and security sectors, combating sexual and gender-based violence and building trust between Liberian citizens and State institutions and processes.

52. In this context, the currently authorized staffing establishment of 11 posts of the Office is proposed for abolishment as at 1 April 2018. After the Special Representative of the Secretary-General leaves the Mission, the Deputy Special Representative (Peace Consolidation//Resident Coordinator) will be appointed as Officer-in-Charge and Head of Mission for the month of April. By the end of April 2018, the post of the Deputy Special Representative (Peace Consolidation/Resident Coordinator) will in turn be abolished. During the completion of the liquidation phase in May and June 2018, the responsibilities of the Head of the Mission will pass over to the Director of Mission Support, who will bear those responsibilities until the end June 2018.

Joint Analysis and Operations Centre

53. The Joint Analysis and Operations Centre provides integrated situational awareness within UNMIL and integrated daily and weekly situational reporting, as well as incident and flash reporting to Headquarters, to facilitate integrated or coordinated Mission operations and to support crisis management. The Centre is also responsible for providing integrated analysis and predictive assessments, managing information requirements and identifying threats and challenges to mandate implementation.

54. In accordance with Security Council resolution 2333 (2016), the current staffing establishment of 12 posts and positions is proposed to be decreased to 10 posts and positions, with the abolishment of two posts (1 P-4 and 1 P-3) as at 1 July 2017. It is planned that the Centre will be fully dissolved on 1 April 2018.

Communications and Public Information Office

55. The Communications and Public Information Office supports the Special Representative of the Secretary-General in carrying out the Mission's mandated tasks by providing credible, accurate and timely information. In its resolution 2333 (2016), the Security Council specifically requested the Mission to continue to communicate, including through UNMIL Radio, with the people and the Government of Liberia to promote sustainable peace through the October 2017 elections and the subsequent transfer of power in the beginning of 2018 and to raise awareness about Mission's transformation and eventual liquidation and the continuing engagement of the United Nations in Liberia.

56. In accordance with Security Council resolution 2333 (2016), the current staffing establishment of 30 posts and positions is proposed to be decreased by one P-5 post as at 1 July 2017. By the end of March 2018, 26 posts and positions of the remaining 29 will be abolished. One National Professional Officer post will be abolished by the end of April 2018, and one P-4 post and one national General Service post will remain in the Mission until 30 June 2018.

Legal Affairs Section

57. The Legal Affairs Section provides sound and prompt legal advice to the leadership of the Mission and legal assistance to UNMIL and Mission personnel, as appropriate, on substantive and procedural legal matters involving international, private and United Nations administrative laws, with a view to fulfilling the Mission's mandate under Security Council resolution 2333 (2016).

58. In the context of Security Council resolution 2333 (2016), the current staffing establishment of three posts is proposed to be decreased by one P-4 post by the end of April 2018. One P-5 post and one P-3 post will remain in the Mission until 30 June 2018.

Political Affairs Section

59. The Political Affairs Section provides support to Mission leadership with respect to its good offices and political support role and facilitates the implementation of substantive political aspects of the Mission's mandate. To that end, the Service regularly produces in-depth integrated political analysis and assessments on key developments and trends in the country and subregion, including on sensitive issues that may affect peace and stability and progress in institutional reform and related processes in the areas of governance, reconciliation, constitutional review, elections, legislation, the rule of law and security.

60. In the context of Security Council resolution 2333 (2016), the current staffing establishment of 11 posts and positions is proposed to be increased by one Field Service post (Administrative Assistant) through redeployment from the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/ Resident Coordinator) in the light of the increased workload of the Service in support of the good offices and political support mandate of the Mission, in particular in the context of the October 2017 general elections. Following the elections, the Section will be decreased by nine posts and positions by the end of March 2018. One D-1 post and one national General Service post will be abolished by 1 May 2018, and the remaining P-5 post will be abolished by the end of May 2018.

Conduct and Discipline Team

61. The primary role of the Team is to provide guidance and advice to Mission leadership on conduct-related issues involving all categories of personnel, to ensure the prevention and identification of misconduct and to monitor compliance with and enforcement of the United Nations standards of conduct by all categories of personnel, using a three-pronged strategy of prevention, enforcement and remedial action.

62. In the context of Security Council resolution 2333 (2016), the current staffing establishment of five posts is proposed to be decreased by one P-4 post by 1 July 2017. It will then be further decreased by one P-4 post and one Field Service post by 1 April 2018. One P-5 post and one National Professional Officer post will remain in the Mission until 30 June 2018.

Component 1: security, stability and political engagement

63. In the light of the Mission's ongoing and increasing good offices and political support role, the early warning and conflict prevention engagement of the Mission is now predominantly at the political level. Component 1 reflects this change, and its title has been amended accordingly. The component also reflects the provisions in Security Council resolution 2333 (2016), in which the Council extended the mandate of UNMIL for a final period until 30 March 2018 and requested the withdrawal of all uniformed and civilian UNMIL components, other than those required to complete the Mission's liquidation, by 30 April 2018. Since the transition of full security responsibilities to the Government of Liberia on 1 July 2016, the responsibilities of UNMIL military and formed police units have been focused, within their capacities, on protecting United Nations personnel and

locations and providing in extremis response to threats of strategic reversal or serious threats to civilians.

64. Under component 1, the Mission will also, through good offices and political support, diffuse tensions and resolve conflicts relating to political processes, the democratic institutions of government, the presidential and legislative elections, and the transition to a new Government. Under the component, integrated political analysis will be undertaken to inform Mission leadership about institutional and political developments in the Legislature, as well as other organs of the Government, to facilitate its good offices interventions. UNMIL will engage in a consistent and informed manner with the National Elections Commission and political parties to facilitate adherence to electoral timelines and frameworks and the conduct of free, fair, participatory and transparent elections, thereby helping to ensure broadly acceptable outcomes.

65. Well-organized political parties and an informed electorate are critical to the proper conduct of the elections and the functioning of a stable democracy. UNMIL Radio will help to inform the public and provide a platform for debate. Through UNMIL Radio broadcasts, including special and regular news and informational and educational programming, the Mission will run multimedia campaigns and programmes that provide reliable, credible and timely information on peace, security and democratic governance; the promotion of accountability and reconciliation; constitutional and institutional reforms; the participation of women and youth in political processes; and the UNMIL mandate and transition. The Mission will also conduct radio programming that provides a platform for citizens, in particular women and youth, to engage candidates on the issues. Furthermore, the Mission will support multimedia campaigns through traditional communicators and the distribution of information and promotional materials on the elections.

66. The wide acceptance of the electoral process as free and fair will strengthen democratic governance in Liberia's post-conflict society. The period for the nomination of candidates and the launch of voter education begins in July 2017, the campaign period follows in August and September, and Election Day is scheduled for 10 October 2017, followed by the announcement of election results on 25 October. UNMIL will be expected to engage with the National Elections Commission, Government institutions, political parties and the general public to prevent and mitigate conflicts before, during and after the elections. In the likely event of a run-off in November 2017, UNMIL will continue its political engagement and tension diffusion activities throughout the transition and handover period until the inauguration of the new Government in January 2018.

67. The Mission's good offices and political engagement will also support broader governance and political reform efforts and the legislative agenda of the Government and the integration of democratic practices in government institutions. They will also support political parties in their development of participation by youth and women. The component will facilitate engagement and dialogue between various political actors in order to create space for inclusive processes. This will be done through the engagement of political actors, political analysis of events and early warning of potential triggers of tension. The Mission will support dialogue among the Government of Liberia, the National Elections Commission and political parties to prevent conflict and support the peaceful resolution of any political and electoral disputes that might arise, and engage with regional organizations such as ECOWAS with a view to leveraging their support for the improvement of governance, the resolution of electoral disputes and the consolidation of democracy after the October 2017 election.

68. The Mission will support the advancement of national processes that are essential for long-term peace and stability in Liberia and engage with the Legislature to monitor the passage of key bills and facilitate consideration in the Legislature of the constitutional reform process.

Expected accomplishments	*Indicators of achievement*
1.1 Safe and secure environment in Liberia	1.1.1 No public disorder incidents requiring UNMIL in extremis intervention (2015/16: not applicable; 2016/17: 0; 2017/18: 0)
	1.1.2 No major security incidents at United Nations locations requiring intervention by UNMIL military or formed police units (2015/16: not applicable; 2016/17: not applicable; 2017/18: 0)

Outputs

- 832 formed police patrol days (2 formed police units with 2 patrols each per day until the formed police units become non-operational) for the protection of United Nations personnel, assets and installations
- 546 patrol days (1 infantry company with 2 patrols nightly for 273 days). Patrols consist of night security patrols supporting the protection of United Nations personnel, equipment and installations
- 546 military observer patrol days (1 team with 2 patrols per day for 273 days), including air and ground patrols, as well as long-range patrols to observe general conditions within communities and gather information on specific incidents
- 439 flight hours (408 flight hours for rotary-wing aircraft and 31 hours for fixed-wing aircraft), including aerial/maritime patrols, airlifting of personnel, air reconnaissance, training and special flights
- 3 advisory sessions conducted with the National Security Council secretariat for relevant ministries, security providers, civil society and county security councils on the implementation of the national security strategy to strengthen early warning structures to enhance election security
- 1 national integrated threat assessment
- 2 integrated situational analysis reports on border/regional security, including border trafficking and other illicit activities

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened democratic multi-party system and government institutions	1.2.1 Increase in the percentage of structured, active and organized political party presences in all 15 counties (2015/16: not applicable; 2016/17: not applicable; 2017/18: 30 per cent)
	1.2.2 Full compliance by political parties with the electoral law and electoral guidelines related to political activities and campaigning (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)
	1.2.3 Increase in the percentage of women and youth participating in political decision-making, specifically as candidates for the legislative elections, and in Inter-Party Consultative Committee meetings (2015/16: not applicable; 2016/17: not applicable; 2017/18: 30 per cent)

Outputs

- 1 round table of political parties resulting in a joint communiqué pledging their commitment to violence-free conduct throughout the electoral process, politically facilitated and signed by UNMIL along with regional organizations as moral guarantors
- 36 working sessions with political parties on institutionalizing and sustaining inter-party collaboration after the elections
- 6 structured high-level dialogue forums with leaders of political parties
- 1 round table with all the political parties to discuss national issues of concern
- 7 advisory discussions with legislative leadership on election conflict mitigation

Expected accomplishments	*Indicators of achievement*
1.3 Constructive diffusion of tensions and productive resolution of conflicts in the build-up to the elections and throughout the democratic transition process	1.3.1 Increase in compliance with and usage of electoral law and the Constitution by the National Elections Commission, the Government, political parties and civil society organizations in resolving conflicts during campaigns, during the elections and throughout the period of transition to a new Government, as compared with the 2011 elections and political transition (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent) 1.3.2 Increase in the number of Government-led meetings/initiatives for the promotion of continued dialogue with political parties and actors, youth and women towards the promotion of good governance and democratic consolidation (2015/16: not applicable; 2016/17: not applicable; 2017/18: 12) 1.3.3 Passage of bills by the Legislature to facilitate good governance, including the Land Rights, Local Government and Domestic Violence Bills (2015/16: 12; 2016/17: 39; 2017/18: 3)

Outputs

- 28 advisory sessions with the National Elections Commission or the Government of Liberia on conflict prevention and the peaceful resolution of political and electoral disputes before, during and after the elections until completion of the lawful transition to a new Government
- 1 comprehensive report on drivers of election-related violence, including recommendations on prevention and mitigation measures
- 1 in-depth analytical paper focusing on opportunities and challenges during the period after the elections and the subsequent transition to a new Government, including concrete recommendations for good offices support
- 1 comprehensive review of the Inter-Party Consultative Committee mechanism to identify lessons learned and advocate for possible adjustments and its continuation to address political disputes effectively
- 24 separate consultations with the outgoing and incoming Legislatures to prevent disputes and support the peaceful resolution of any conflicts that might arise before, during and after the elections and the subsequent transition to a new Government

- A minimum of 2 strategic papers on good governance, including on land rights and local government, recommending activities to advance the passage or implementation of related legislation

Expected accomplishments	*Indicators of achievement*
1.4 Effective and sustained engagement of regional organizations in support of the improvement of governance and peace consolidation in Liberia	1.4.1 Increase in the number of meetings of the local representatives of ECOWAS, the African Union and the Mano River Union, as well as the international and diplomatic community (2015/16: not applicable; 2016/17: not applicable; 2017/18: 12)
	1.4.2 Increase in the number of joint initiatives of the Government and international and regional actors, including donors and the United Nations country team, on critical issues for peace consolidation and stability (2015/16: not applicable; 2016/17: not applicable; 2017/18: 2)
	1.4.3 Increase in the number of United Nations agencies, such as the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund (UNICEF) and UNDP, and international partners, including the European Union and the African Union, implementing cross-border confidence-building, social cohesion and human security projects in coordination with the Mano River Union and ECOWAS (2015/16: 3; 2016/17: 3; 2017/2018: 5)

Outputs

- 3 UNMIL assessment reports on progress made in the implementation of key ECOWAS protocols on good governance, conflict prevention, elections and conflict management
- 2 consultative and coordination sessions (with the engagement of the Special Representative of the Secretary-General) with members of ECOWAS and the Pan-African Parliament in the Liberian Legislature (one before the elections and one after)
- 1 analysis of the political landscape and the opportunities for using the ECOWAS Protocol on Democracy and Good Governance as the gold standard with respect to the electoral process and governance more broadly
- Joint statement with key embassies and regional organizations before the elections to call for adherence to a fair electoral process and maintaining an inclusive and participatory space
- 2 assessments of the implementation of cross-border confidence-building, social cohesion and human security projects, in collaboration with the United Nations country team, within the framework of cross-border collaboration within the Mano River Union countries

Expected accomplishments	*Indicators of achievement*
1.5 Provide credible and reliable information to support the mandate of the Mission through multimedia and sensitization programmes	1.5.1 Increase in radio coverage to the Liberian populace and Liberians in the diaspora
	1.5.2 Radio UNMIL broadcasts, 24 hours a day, 7 days a week, programmes in English, Liberian English and 6 local languages

1.5.3 The level of multimedia coverage of events is maintained and multimedia campaigns are carried out in support of the mandate of the Mission

Outputs

- UNMIL Radio broadcasts: 5 weekly 45-minute current affairs talk shows (*Coffee Break*); 5 weekly 30-minute education programmes (*Back to the Ballot Box*, *Dis Government Ting*, *Palava Hut*, *Crime Watch* and *Creek Town*); 2 weekly 1-hour news and information programmes (*Front Page* and *Nationwide*); 3 weekly 1-hour news and information magazines (*Dateline Liberia*); 5 weekly 30-minute health and education series (*You and Your Health*, *Staying Alive*, *Let's Talk About Sex*, *Access For All* and *Campus Link*); 2 weekly 1-hour series on gender issues, including sexual and gender-based violence and mobilization of female voters (*Women's World* and *Girl Power*); 10 weekly 2-hour phone-in programmes on issues and events (*Your Morning* and *Nightshift*); 2 weekly 1-hour discussion programmes (*Back to the Ballot Box* and *Inside the Legislature*) for civic and voter education and for promoting awareness on the work of the Legislature; 1 special 90-minute series (*Election Parade*) featuring debates with 2017 legislative and presidential candidates; 85 news bulletins daily (Monday to Friday) in 6 languages (4,250); 6 news bulletins in English per weekend; and 5 weekly public service announcements and special messages
- 6 video news programmes distributed to television stations and video clubs for a multimedia campaign explaining the Mission's revised mandate and the role and focus of the United Nations country team; 4 public service announcements; 1 10-minute video documentary on the presidential elections; 2 video reports; 55 photo assignments; 6 electronic issues of *UNMIL Today* news bulletin; 12 press conferences; and 21 press releases. All information products are prepared for posting on the UNMIL website and digital social media platforms
- Nationwide outreach information focusing on primary issues of concern as indicated in Security Council resolution 2333 (2016): 48 performances by 11 groups of traditional communicators nationwide on a range of themes and production and distribution of related promotional materials, including T-shirts(27,000), flyers (50,000), posters (50,150), stickers (20,000), wrist bands (32,500) and banners (35), and refurbishment of 15 billboards (6 giant-sized and 9 medium-sized billboards)
- 7 nationwide 1-day outreach events aligned to Mission interventions (peace consolidation, human rights, rule of law) and United Nations commemorations, including the International Day of Peace, United Nations Day, the International Day of United Nations Peacekeepers and World Refugee Day
- 1 nationwide opinion/perception survey on the 15-year peacekeeping mission of UNMIL in Liberia, 2003-2018

External factors

The Government of Liberia adequately resources its security sector and maintains progress on reform processes, including adequate national security oversight and capacity to protect civilians, and implementation of relevant legislation and regulations; national and legislative elections are adequately planned and resourced and take place in October 2017 on schedule, with a smooth democratic transition in January 2018; subregional organizations have mechanisms in place to promote regional stability and have appropriate strategies and the means to implement them; donor support continues for elections, security sector reform and other reform processes.

Table 2
Human resources: security, stability and political engagement

Civilian staff	*International staff*						*National staff*	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***			
Office of the Force Commander									
Approved for 2016/17	–	2	–	–	2	**4**	–	–	**4**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	2	–	–	2	**4**	–	–	**4**
As at 1 January 2018	–	2	–	–	2	**4**	–	–	**4**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved for 2016/17	–	2	8	3	1	**14**	4	–	**18**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	1	8	1	2	**12**	4	1	**17**
As at 1 January 2018	–	1	8	1	2	**12**	4	1	**17**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–
Total									
Approved for 2016/17	–	4	8	3	3	**18**	4	–	**22**
Proposed deployment	–	–	–	–	–	–	–	–	–
Mandate and withdrawal phase									
As at 1 July 2017	–	3	8	1	4	**16**	4	1	**21**
As at 1 January 2018	–	3	8	1	4	**16**	4	1	**21**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–

Office of the Force Commander

69. The mandate of the force component, as set out in Security Council resolution 2333 (2016), is to protect civilians from physical violence, within its capabilities and areas of deployment, particularly where there is a risk of a strategic reversal; to protect United Nations personnel, installations and equipment; and to ensure freedom of movement of United Nations and associated personnel. In line with its mandate, UNMIL will provide transport capacity through the Aviation Unit and level 2 medical support and will support the deployment of the quick reaction force as needed.

70. In the context of Security Council resolution 2333 (2016), the current staffing establishment of four posts (1 D-2, 1 D-1 and 2 Field Service) is proposed to be abolished by the end of March 2018.

Office of the Police Commissioner

71. The core mandate of the police component, as set out in Security Council resolution 2333 (2016), is to advise the Government of Liberia in developing the leadership, internal management, professionalization and accountability mechanisms of the national police, with a particular focus on elections security. This is to be achieved through the provision of mentoring and advisory and monitoring support to the national police.

72. In the context of Security Council resolution 2333 (2016), the current staffing establishment of 18 posts is proposed to be decreased by four posts by 2 July 2017 and increased by two posts and one position (1 P-4, 1 Field Service and 1 United Nations Volunteer) through redeployment from the Rule of Law and Security Institutions Support Service. The incumbent of the Field Service post will take on administrative responsibilities, which are currently performed by a United Nations police officer. The incumbent of the P-4 post and the United Nations Volunteer will advance institutional reform in the security sector. These advisers will also further the Mission's efforts to ensure security during the electoral period. The 17 posts and positions of the Office will be abolished by the end of March 2018.

Component 2: rule of law

73. In accordance with Security Council resolution 2333 (2016), the Mission's rule of law component will focus on supporting national capacity for the promotion, protection and monitoring of human rights and the protection of civilians and supporting the development of the leadership, professionalism and internal management of the national police, with an emphasis on election security. In addition, the rule of law component will support the mandated role of the Special Representative of the Secretary-General to assist, through his good offices and political support, national efforts to advance reform of the rule of law and security sectors and build trust between the population and State institutions.

74. With respect to human rights, UNMIL will increase its efforts to support the national human rights protection system, conduct awareness raising and monitoring activities in the electoral context, intensify efforts to support accountability for human rights violations, promote reconciliation and provide advice and guidance in the development of the capacity of the Independent National Commission on Human Rights, as well as media and civil society organizations. UNMIL will seek to advance progress in the implementation of the National Human Rights Action Plan and the fulfilment by the Government of its human rights obligations with respect to treaties, special procedures and the universal periodic review mechanism. UNMIL will also continue to address harmful traditional practices through engagement with relevant State and non-State actors. As a core element of its human rights work, UNMIL will continue to support the Government's efforts to combat sexual and gender-based violence, including efforts to ensure accountability for perpetrators of such crimes. In addition, UNMIL will continue, within its capabilities and areas of deployment, to protect the civilian population from threats of physical violence, without prejudice to the primary responsibility of the Liberian authorities for the security and protection of the population. UNMIL will also support efforts for the establishment of an office of the United Nations High Commissioner for Human Rights in Liberia.

75. To contribute to peace, stability and the rule of law during the 2017 elections, UNMIL will support the Liberian law enforcement agencies in their election security planning. Election security is a national responsibility, shared by all law enforcement agencies in Liberia, rather than solely a police responsibility. Given the significant role to be played by the Liberian Immigration Service in collaboration with the national police in election security, and to complement efforts to support border stabilization detailed in the security, stability and political engagement component, UNMIL will also provide targeted support to the Liberian Immigration Service.

76. The Mission's support to the national police will, as mandated, focus on advising on the development of leadership capacity, internal management, professionalism and accountability mechanisms and the strengthening of middle and senior-level management, including women; decentralizing enabling services and command, control and communication capabilities; strengthening investigation and intelligence capacities for specialized crimes; and building community partnerships and enhancing engagement to increase operational capacity, promote local ownership and enhance relationships between the police and the communities they serve.

77. In support of the good offices and political engagement mandate of the Special Representative of the Secretary-General, the rule of law component will support efforts to ensure stability during the electoral period through advisory support to the judiciary and the National Elections Commission on dispute resolution requirements. Through established good offices and building on the existing strong relationship between the Mission's rule of law component and UNDP and in support of UNDP preparations to assume lead responsibility for United Nations support of reform initiatives within the justice and security sector in Liberia, UNMIL will continue to support this transition and work closely with UNDP within the framework of the Global Focal Point arrangement to take forward the Justice and Security Joint Programme. Critical priorities include harmonization of the formal and traditional justice systems, including redressing harmful, but politically sensitive, elements of the traditional justice system and advisory support on the implementation of the national security strategy.

78. UNMIL will also continue to support efforts to address persistent barriers to full implementation of Security Council resolution 1325 (2000) on women, peace and security, by integrating gender across all identified priorities.

Expected accomplishments	*Indicators of achievement*
2.1 Progress in the promotion, protection and monitoring of human rights is supported	2.1.1 Increase in engagement with State and non-State actors to support implementation and monitoring of National Human Rights Action Plan measures and universal periodic review recommendations (2015/16: not applicable; 2016/17: not applicable; 2017/18: 30)
	2.1.2 Increase in technical support through the development of internal guidance documents and templates to strengthen the capacity of the Independent National Commission on Human Rights in human rights monitoring, reporting, effective advocacy and remedial actions, including on the electoral process (2015/16: not applicable; 2016/17: not applicable; 2017/18: 10)

	2.1.3 Increase in the number of State and civil society actors with the knowledge and skills to incorporate human rights and gender-based approaches to laws, policies and programmes related to sexual and gender-based violence and accountability (2015/16: not applicable; 2016/17: not applicable; 2017/18: 27)

Outputs

- 12 advisory sessions with the National Human Rights Action Plan Steering Committee to facilitate implementation of the Plan and the recommendations of the universal periodic review and to support domestication of key human rights instruments
- 4 working sessions for Government institutions, the Independent National Commission on Human Rights and civil society organizations to support the Commission's accreditation request and improve its performance in treaty reporting and engagement with special procedures
- 10 advisory sessions for the Independent National Commission on Human Rights on effective monitoring, reporting on and advocacy for remedies and human rights compliance with respect to national elections, pretrial detention, prison conditions, implementation of the Palava Hut Programme and other pertinent Truth and Reconciliation Commission recommendations, including memorialization and national reconciliation
- 10 advisory and mentoring sessions with the national police, the Liberian Immigration Service, the Bureau of Corrections and Rehabilitation, the judiciary and the armed forces of Liberia to improve integration and mainstreaming of human rights and gender into policies, operations and processes and accountability mechanisms and to create awareness of the Human Rights Due Diligence Policy
- 18 advisory sessions for civil society and community-based organizations on effective human rights engagement, including reconciliation, women's and minority rights advocacy and community empowerment to improve the respect for and protection of human rights
- 4 round-table discussions with civil society organizations to help establish a national civil society human rights forum aimed at enhancing their protection and oversight roles
- 4 consultation sessions with national stakeholders and the United Nations country team to support the opening of an Office of the United Nations High Commissioner for Human Rights (OHCHR) country office in Liberia after UNMIL completes withdrawal
- 6 working sessions for national traditional leaders and community-based organizations on the application of universal human rights standards through policies and measures to curtail harmful traditional practices, including female genital mutilation, and support for the implementation of recommendations in the report prepared by OHCHR and UNMIL entitled "An Assessment of Human Rights Issues Emanating from Traditional Practices in Liberia",[1] in collaboration with the Ministry of Internal Affairs
- 1 high-level meeting of criminal justice sector actors and other partners to develop a strategy to address issues contributing to impunity for sexual and gender-based violence and related crimes
- 6 technical working sessions with the Sexual and Gender-based Violence Crimes Unit of the Ministry of Justice and the Women and Children Protection Section of the national police to implement the strategy on addressing impunity for sexual and gender-based violence within the criminal justice system

[1] Available from http://www.ohchr.org/Documents/Countries/LR/Harmful_traditional_practices18Dec.2015.pdf.

- 2 working sessions with the Ministry of Justice, the Liberia Anti-Corruption Commission, the Independent National Commission on Human Rights, the Liberian National Bar Association and civil society representatives to review and validate the draft witness protection policy to support and strengthen efforts to reduce impunity for perpetrators of crimes of sexual and gender-based violence
- 8 working sessions with relevant government institutions (the national police, the armed forces of Liberia, the Liberian Immigration Service, the Bureau of Corrections and Rehabilitation and the Independent National Commission on Human Rights, with the involvement of relevant technical-level ministries) on strategies for the protection of civilians

Expected accomplishments	*Indicators of achievement*
2.2 The development of leadership capacity, internal management, accountability mechanisms and professionalism within the national police is supported to enhance operational capacity for election management and create a conducive security environment	2.2.1 Increase in the number of regional and county commanders of the national police with delegated operational command and control responsibilities to support election security (2015/16: not applicable; 2016/17: not applicable; 2017/18: 20)
	2.2.2 Increase in the number of community engagement activities of senior officers of the national police to mitigate incidents related to election security and enhance accountability mechanisms (2015/16: not applicable; 2016/17: not applicable; 2017/18: 12)
	2.2.3 Increase in the number of commanders of the national police with knowledge and skills in incident management (2015/16: not applicable; 2016/17: 45; 2017/18: 60)

Outputs

- 16 advisory sessions for the senior management and leadership of the national police and the Liberian Immigration Service to develop improved institutional reform and internal management processes to enhance operational capacity for election management and create a conducive security environment
- 30 advisory and mentoring sessions for the national police and the Liberian Immigration Service to support the implementation of the National Community Policing Policy (20) and the Alien and Border Community Engagement Policy (10) to improve trust between the population and law enforcement agencies and mitigate incidents related to election security
- 18 advisory sessions with the national police in support of strengthened management and practices for intelligence-led investigations, including improved investigation of sexual and gender-based crimes
- 24 advisory sessions for the national police to strengthen the flow of information and operations of its national operations centre and the regional operations centres with respect to enhancing election security planning
- 1 strategy on transnational crime to support the operationalization of the Transnational Crime Unit in collaboration with the United Nations Office on Drugs and Crime
- 30 advisory sessions for the national police and the Liberian Immigration Service in support of the decentralization of administrative, human resources and fleet management capacities (10); leadership and principles of delegated authority (10); and the decentralization of institutional accountability (10)

- 30 advisory and mentoring sessions with the national police (20) and the Liberian Immigration Service (10) on the development or revision and implementation of inclusive and gender-sensitive regulations and administrative instructions, as stipulated in the Liberian National Police Act and the Liberian Immigration Service Act
- 1 report, including gender-sensitive analysis, on development and reform priorities of the national police and the Liberian Immigration Service, in collaboration with the national police and the Liberian Immigration Service
- 60 mentoring sessions for senior officers of the national police on command, control and incident management

Expected accomplishments	*Indicators of achievement*
2.3 Rule of law and security sector reforms advanced through good offices engagement, including through the peace, security and rule of law pillar of the Agenda for Transformation	2.3.1 Increased implementation of nationally validated criminal justice sector reform recommendations (2015/16: not applicable; 2016/17: not applicable; 2017/18: 19)
	2.3.2 Implementation of the recommendations of the revised national security strategy (2015/16: not applicable; 2016/17: not applicable; 2017/18: 3)

Outputs

- Good offices engagement through 8 meetings of the peace, security and rule of law pillar of the Agenda for Transformation, involving national stakeholders, international partners and donors, to identify, coordinate and facilitate long-term support to critical areas of justice and security sector reform in Liberia
- 5 advisory sessions on the implementation of the Firearms and Ammunition Control Act to support efforts by the Government to register and track arms and material used and imported by its security forces
- 1 forum and 5 follow-up meetings to support the Ministry of Justice, the national police, the Liberian Immigration Service and the National Security Council secretariat in achieving an effective civil service transition
- 4 advisory sessions on the development of the justice and security public expenditure review (being undertaken in collaboration with the Peacebuilding Commission, the Peacebuilding Support Office and the World Bank) with key national security providers and oversight actors, including the Ministry of Justice, the Ministry of National Defence, the Ministry of Finance, the National Security Council secretariat and civil society
- Monitoring of all judicial proceedings relating to electoral disputes during the electoral period (presidential and legislative elections and any potential run-off election) to inform the good offices engagement of the Special Representative of the Secretary-General
- 1 advisory paper on investigation and prosecutorial skills developed with the Liberia Anti-Corruption Commission and the Prosecution Department of the Ministry of Justice to combat corruption and promote transparency and accountability
- 10 technical sessions to facilitate the full transition of the Justice and Security Joint Programme to the United Nations country team and ensure its sustainability

External factors

With the second half of 2017 being dominated by the presidential and legislative elections in Liberia, it should be expected that national counterparts will focus on election campaigning and preparations for the electoral process, which will hinder their full engagement in day-to-day work and the implementation of ongoing activities. Political will on the part of the executive, legislative and judicial branches to move forward with reform initiatives, as well as effective coordination among government institutions, may also be lacking in an election year. Similarly, adequate budgetary allocations for national institutions may be impacted. Given that the leadership of the rule of law component's main national interlocutors is largely comprised of political appointees, the Mission should be ready to engage immediately in critical reform areas with the incoming administration and to support the outgoing interlocutors in the transition process.

Table 3
Human resources: component 2, rule of law

	International staff								
Civilian staff	*USG ASG*	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Deputy Special representative of the Secretary-General (Political and Rule of Law)									
Approved for 2016/17	1	–	2	–	1	**4**	1	–	**5**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	1	–	3	1	1	**6**	4	–	**10**
As at 1 January 2018	1	–	3	1	1	**6**	4	–	**10**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–
Human Rights and Protection Service									
Approved for 2016/17	–	1	3	1	1	**6**	3	2	**11**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	1	3	2	1	7	3	3	**13**
As at 1 January 2018	–	1	3	2	1	7	3	3	**13**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–
Rule of Law and Security Institutions Support Service									
Approved for 2016/17	–	1	6	4	1	**12**	6	6	**24**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	–	–	–	–	–	–	–
As at 1 January 2018	–	–	–	–	–	–	–	–	–
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG ASG	D-2 D-1	P-5 P-4	P-3 P-2	Field Service	Subtotal			
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–
Total									
Approved for 2016/17	1	2	11	5	3	**22**	10	8	**40**
Proposed deployment		–	–	–	–		–	–	–
Mandate and withdrawal phase									
As at 1 July 2017	1	1	6	3	2	**13**	7	3	**23**
As at 1 January 2018	1	1	6	3	2	**13**	7	3	**23**
As at 1 April 2018	–	–	–	–	–	–	–	–	–
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–

Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

79. The Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) provides strategic direction to the rule of law pillar, which has responsibility for the Mission's specifically mandated activities with respect to human rights, protection of civilians and police reform. In addition, the Deputy Special Representative of the Secretary-General is charged with the strategic-level engagement with national actors that is essential to ensuring the political commitment necessary to advance institutional reform in the rule of law sector, in line with the Mission's good offices and political engagement mandate. Furthermore, the Deputy Special Representative of the Secretary-General leads the coordination with international partners and the collaboration with the United Nations country team with respect to mandate deliverables.

80. In the context of Security Council resolution 2333 (2016), it is proposed to increase the existing staffing establishment of five posts by four posts (3 Judicial Affairs Officers (1 P-3 and 2 National Professional Officers) and 1 Team Assistant (national General Service)) through redeployment from the Rule of Law and Security Institutions Support Service and one post (Senior Rule of Law Officer (P-5)) through reassignment from the same Service. This will ensure the fulfilment of the Mission's good offices and political engagement mandate, as stipulated in resolution 2333 (2016), to advance institutional reform in the rule of law sector. Furthermore, the Office will support the Mission's efforts to ensure stability during the electoral period through advisory support for electoral dispute resolution and ensure the successful final transition of United Nations justice sector support to the United Nations country team by means of the Justice and Security Joint Programme. It is proposed that the Office, consisting of 10 posts, be fully dissolved by the end of March 2018.

Human Rights and Protection Service

81. The Human Rights and Protection Service is mandated by the Security Council in its resolution 2333 (2016) to promote, protect and monitor human rights in Liberia, with special attention to violations and abuses committed against children

and women, and to support the strengthening of efforts by the Government of Liberia to combat sexual and gender-based violence, including its efforts to combat impunity for such crimes. In addition, the Service will coordinate efforts with respect to the Mission's mandate for the protection of civilians.

82. In the context of Security Council resolution 2333 (2016), the existing staffing establishment of 11 posts and positions will be increased by one post and one position as at 1 July 2017 through redeployment from the Regional Field Offices. The redeployment of a P-3 post of Human Rights Officer from the Regional Field Offices is intended to ensure that the Service can effectively meet its obligations with respect to the protection of civilians as the Mission is downsizing. The redeployment of the United Nations Volunteer position of Human Rights Officer is intended to support the need for increased monitoring to be conducted from Monrovia, in the light of further reductions in offices in the field. In addition, five Government-provided personnel will be redeployed from the dissolved Rule of Law and Security Institutions Support Service (see para. 83 below) to the Human Rights and Protection Service to ensure an ongoing focus on human rights monitoring in corrections facilities. The Human Rights and Protection Service, consisting of 13 posts and positions, is proposed to be fully dissolved by the end of March 2018.

Rule of Law and Security Institutions Support Service

83. The Rule of Law and Security Institutions Support Service accelerated engagement with the Government of Liberia with respect to mandated capacity-building and advisory support to the justice, corrections and security sectors and served effectively as the secretariat for the United Nations in Liberia for the security transition process, coordinating across the Mission and with the United Nations country team, liaising with the government entities engaged in transition, as well as with the international community, and providing technical support to the Government, including with respect to monitoring the progress of the transition process. In accordance with Security Council resolution 2333 (2016), and reflecting the Mission's new mandate, which focuses support to justice and security sector reform on good offices and political engagement, and in line with the Mission's ongoing drawdown and guidance on consolidating and streamlining the civilian component, the Mission proposes to dissolve the Service as from 1 July 2017.

84. As mentioned above, in the context of Security Council resolution 2333 (2016), the Service, with its staffing establishment of 24 posts and positions, is proposed to be dissolved as at 1 July 2017. Sixteen posts and positions will be abolished, two posts and one United Nations Volunteer position will be redeployed to the Office of the Police Commissioner, four posts will be redeployed to the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) and one P-5 post will be reassigned to the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law).

Component 3: Peace consolidation

85. In accordance with Security Council resolution 2333 (2016), UNMIL will narrow its focus to support priority areas required for peace consolidation. This will include targeting efforts through the Mission's good offices and political support to advance critical constitutional and institutional reforms, decentralization, national reconciliation and social cohesion. This will include intensified efforts to support the passage of the Local Government Act and the Land Rights Act. Continued attention to combating sexual and gender-based violence, mainstreaming gender equality and implementation of Security Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security will remain central to mandate implementation.

86. A fair and credible electoral process and democratic transition are critical for social cohesion, peace and political stability in Liberia. UNMIL will provide advice to civil society organizations on the conduct of effective and widespread civic education activities, while also continuing to advocate for the increased participation of women, youth and vulnerable groups. The Mission will use its good offices and political engagement to support efforts to build public trust in the Government and its institutions, to strengthen institutional accountability and transparency and to promote equitable decentralized service delivery.

87. The emphasis in Security Council resolution 2333 (2016) on reconciliation will direct Mission efforts to address the root causes of conflict during the drawdown period. The Mission will focus on supporting the transition of peace consolidation priorities to the United Nations country team in accordance with the peacebuilding plan, which seeks to re-energize national reconciliation in the final year of the current Government's tenure and establish the parameters for long-term national healing. UNMIL will also focus on accelerating the institutional reforms required to address potential drivers of conflict in the area of land reform by supporting the Liberia Land Authority, and priority actions in local government and decentralization that have been identified by the Government and international partners. In this context, the promotion of constructive relationships between concession companies and local communities will continue to feature prominently.

88. The Mission's strategy for supporting national reconciliation will focus on local reconciliation dialogues in several counties and national peacebuilding structures, while working in collaboration with the United Nations system and regional organizations. In this regard, healing remains an important dimension of national reconciliation, and UNMIL will support the ongoing work of the Liberian Peace Ambassador. County dialogues will seek to establish local road maps for reconciliation that embrace multiple societal actors from civil society, business and government and are designed to forge strong local partnerships for peacebuilding. The results of county-level reconciliation dialogues will be discussed at a national conference of reconciliation which the Mission will support.

89. Strengthening State-society relations is a fundamental part of building social cohesion and ensuring socioeconomic inclusion. UNMIL will support efforts to strengthen participatory approaches to government decision-making, involving citizens' voices in processes of change and ensuring that all Liberians can feel that their concerns about social development, economic growth and peace consolidation are heard by central and local authorities. UNMIL will continue to support efforts to empower the participation of citizens in holding the Government accountable for policies and practices that impact the reform process and reconciliation, with a particular focus on the role of civil society organizations.

90. Civil society will be a critical partner in the reconciliation process for the Government and the international community. UNMIL will help to position civil society as an advocate for national reconciliation and the critical reforms required to accelerate sociopolitical change. This will include working with existing civil society networks engaged in good governance and land reform and ensuring that organizations representing youth and women are fully engaged in strategic peacebuilding processes. In this context, UNMIL will work with the United Nations country team to help transform the role of vulnerable and delinquent youth so that they become positive agents in peace consolidation.

91. In order to continue to build the trust of the population in the Mission's consolidation and drawdown, UNMIL will, through quick-impact projects, support initiatives to address peace and stability deficits among particularly vulnerable communities and to build confidence in the enhanced presence of State institutions

in the counties, particularly for the delivery of deconcentrated civil, security and justice services, including in the border areas.

Expected accomplishment	*Indicators of achievement*
3.1 Improved environment for conducting peaceful, transparent and inclusive presidential and legislative elections in 2017	3.1.1 Increase in the proportion of women voters (2015/16: not applicable; 2016/17: not applicable; 2017/18: 40 per cent)
	3.1.2 Increase in the number of female elected officials (2015/16: 12; 2016/17: 12; 2017/18: 15)

Outputs

- 1 stakeholder forum to promote the effective participation of civil society, particularly women and youth, in the 2017 elections, in collaboration with the National Elections Commission, the National Civil Society Council of Liberia, UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNICEF
- 6 workshops on increasing women's participation in election processes, facilitated in collaboration with the Ministry of Gender, Children and Social Protection, the National Elections Commission, non-governmental women's organizations, UN-Women and UNDP
- 2 national and 6 county stakeholder forums convened to discuss the peaceful transition of power, conducted in collaboration with the Governance Commission, the Ministry of Internal Affairs, the National Elections Commission, the Ministry of Justice and other relevant government entities, United Nations agencies and civil society organizations

Expected accomplishment	*Indicators of achievement*
3.2 Implementation of the governance reforms required to address the underlying causes of conflict	3.2.1 Increase in the number of civil society organizations informed of laws, roles and responsibilities for service delivery derived from the deconcentration process (2015/16: not applicable; 2016/17: 10; 2017/18: 25)
	3.2.2 Increase in the number of functioning county service centres (2015/16: 1; 2016/17: 10; 2017/18: 15)
	3.2.3 Increase in the number of Land Authority regulations and policies drafted (2015/2016: not applicable; 2016/2017: not applicable; 2017/2018: 7)

Outputs

- 1 assessment of the implementation of the Local Governance Act and citizen access to deconcentrated services, in collaboration with the Ministry of Internal Affairs, the Governance Commission, the Ministry of Health, the Ministry of Education and UNDP
- Support for the establishment and functioning of the Liberian Land Authority, with a focus on designing the relevant policies, regulations and procedures necessary to implement the Land Rights Act, in collaboration with the Interim Land Task Force, the Governance Commission, the Ministry of Internal Affairs and the United Nations country team
- 1 national forum of government officials and civil society leaders on the implications of the Land Authority and the Land Rights Act, and 15 educational programmes on the Land Rights Act broadcast on UNMIL Radio in collaboration with the Interim Land Task Force and the United Nations country team

Expected accomplishment	*Indicators of achievement*
3.3 Increased capacity of national institutions to pursue inclusive national reconciliation and social cohesion	3.3.1 National institutions, concession communities and civil society organizations have knowledge of and access to alternative dispute resolution approaches (2015/16: not applicable; 2016/17: 21; 2017/18: 30)
	3.3.2 Number of counties that publish and adopt local plans for long-term reconciliation and conflict prevention (2015/16: not applicable; 2016/17: not applicable; 2017/18: 6)

Outputs

- 5 cross-sectoral county reconciliation dialogue forums and 1 national conference on reconciliation in collaboration with the Peacebuilding Office, the Office of the Peace Ambassador and the Ministry of Internal Affairs
- 1 assessment report on the performance of multi-stakeholder platforms in resolving concession-related disputes and improving the space for local community development, in consultation with the Land Authority, the Peacebuilding Office, UNDP and the Food and Agriculture Organization of the United Nations
- 1 national youth, development and peace forum convened in collaboration with the Ministry of Youth and Sport, the Peacebuilding Office and the United Nations country team
- 50 quick-impact projects in support of peace consolidation, including reconciliation, governance, service delivery and rule of law, with an emphasis on gender-sensitive initiatives and capacity development at the community, organizational and institutional levels

External factors

The political will to advance critical reform processes; the political will and institutional capacity to address corruption and improve transparent governance practices; the capacity of the Government to undertake institutional reforms and effective support among national actors for their implementation; the political space for effective popular participation in critical reform processes; legislative enactment and implementation of critical reforms; and the democratic and peaceful transition of political and administrative power.

Table 3
Human resources: component 3, peace consolidation

	International staff								
Civilian staff	*USG ASG*	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)									
Approved for 2016/17	1	–	2	1	3	7	6	–	13
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	1	–	1	1	2	5	6	–	11
As at 1 January 2018	1	–	1	1	2	5	6	–	11
As at 1 April 2018	1	–	1	1	2	5	4	–	9
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG ASG	D-2 D-1	P-5 P-4	P-3 P-2	Field Service	Subtotal			
Gender Adviser Unit									
Approved for 2016/17	–	–	1	1	–	**2**	2	1	**5**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	1	1	–	**2**	2	1	**5**
As at 1 January 2018	–	–	1	1	–	**2**	2	1	**5**
As at 1 April 2018	–	–	–	–	–	**–**	–	–	**–**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Peace Consolidation Service									
Approved for 2016/17	–	1	4	4	1	**10**	7	3	**20**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	1	3	2	1	**7**	7	1	**15**
As at 1 January 2018	–	1	3	2	1	**7**	7	–	**14**
As at 1 April 2018	–	–	2	–	1	**3**	–	–	**3**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Field Support Team									
Approved for 2016/17	–	–	1	1	–	**2**	–	2	**4**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	–	1	–	**1**	–	2	**3**
As at 1 January 2018	–	–	–	1	–	**1**	–	2	**3**
As at 1 April 2018	–	–	–	–	–	**–**	–	–	**–**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**
Regional Field Offices									
Approved for 2016/17	–	–	5	9	–	**14**	19	23	**56**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	2	4	–	**6**	10	21	**37**
As at 1 January 2018	–	–	2	4	–	**6**	10	21	**37**
As at 1 April 2018	–	–	–	–	–	**–**	–	–	**–**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	**–**	–	–	**–**
As at 1 June 2018	–	–	–	–	–	**–**	–	–	**–**

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Total									
Approved for 2016/17	1	1	13	16	4	**35**	34	29	**98**
Proposed deployment	–	–	–	–	–		–	–	–
Mandate and withdrawal phase									
As at 1 July 2017	1	1	7	9	3	**21**	25	25	**71**
As at 1 January 2018	1	1	7	9	3	**21**	25	24	**70**
As at 1 April 2018	1	–	3	1	3	**8**	4	–	**12**
Completion of liquidation phase									
As at 1 May 2018	–	–	–	–	–	–	–	–	–
As at 1 June 2018	–	–	–	–	–	–	–	–	–

Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)

92. The Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator) provides policy advice and strategic support to the Deputy Special Representative of the Secretary-General with respect to his responsibilities related to the consolidation of peace and stability for Liberia, in particular support to the Government in advancing critical governance and institutional reforms and reinvigorating national and local reconciliation processes. The Office also supports the Deputy Special Representative of the Secretary-General with respect to his responsibilities for overseeing implementation of the Mission's gender mandate, confidence-building measures, quick-impact projects and coordination of Regional Field Offices. The Office ensures inter-mission and external coordination, including with the United Nations country team and international partners.

93. In the context of Security Council resolution 2333 (2016), the co-location of the Resident Coordinator's Office with the Office of the Deputy Special Representative of the Secretary-General has made it possible to streamline responsibilities and, in that context, to abolish the P-4 post and to redeploy 1 Field Service post to the Political Affairs Section.

94. By the end of March 2018, the staffing establishment of 11 posts and positions is proposed to be reduced by 1 National Professional Officer post and 1 national General Service post. During April, as mentioned above, the Deputy Special Representative of the Secretary-General will be appointed as the Officer-in-Charge and Head of Mission. As at 1 May 2018, the nine remaining posts will be abolished and the Office will be dissolved.

Gender Adviser Unit

95. The Gender Adviser Unit provides advice to the Mission leadership on gender mainstreaming, including liaison and advocacy with Mission components and the United Nations country team, to promote initiatives and actions to combat sexual and gender-based violence.

96. In the context of Security Council resolution 2333 (2016), the current staffing establishment of five posts and positions is proposed to be decreased by one P-3 post by the end of February 2018, and the remaining four posts and positions will be abolished by the end of March 2018.

Peace Consolidation Service

97. The Peace Consolidation Service supports the good offices role of the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator), as envisaged in Security Council resolution 2333 (2016). The support to peace consolidation will continue to focus on facilitating nationally driven processes such as national reconciliation and institutional reform, in particular those related to land issues and local governance, conflict prevention and promotion of integrity in key governance areas. The Service will also promote effective communication between the relevant central government entities and the people in the counties, as well as civil society.

98. In the context of Security Council resolution 2333 (2016), the Peace Consolidation Service will be reconfigured to focus on thematic areas aligned with the 2017/18 results-based budgeting framework, namely, governance and reconciliation, while retaining appropriate capacity to ensure the continued quality analysis, advice, advocacy and support required under the good offices mandate. In line with the Mission drawdown, three posts (1 P-4, 1 P-3 and 1 P-2) and two United Nations Volunteer positions are proposed to be abolished as at 1 July 2017. As at 1 January 2018, an additional United Nations Volunteer position will be abolished, followed by 11 more posts as at 1 April 2018. The remaining three posts will be abolished as at 1 May 2018.

Field Support Team

99. The Field Support Team coordinates the Mission's field offices to assure a coherent approach to the implementation of the Mission's mandate and liaison with United Nations partners at the county level. It also supports implementation of the "One United Nations" programme at the county level by harmonizing operational efficiency, optimizing resource utilization and strengthening management and accountability in support of mandate delivery. The Team supports the Mission in monitoring implementation of the mandate in the counties.

100. As UNMIL is continuing to consolidate its operations and advance with its drawdown in line with Security Council resolution 2333 (2016), the P-4 post is proposed to be abolished as at 1 July 2017. The remaining three posts and positions will be abolished by the end of March 2018.

Regional Field Offices

101. With the consolidation of the 15 county offices into two Regional Field Offices in accordance with Security Council resolution 2333 (2016), the footprint of the Mission has diminished, while the overall reach of the Mission has been retained. The respective areas of responsibility of the Field Support Team and the two Regional Field Offices will be redefined to ensure continued implementation of the mandate in all counties given the reduced capacity of the Mission.

102. The reduction in the number of Regional Field Offices will entail the abolishment of 20 posts and positions, including two Human Rights Officers (1 P-3 and 1 United Nations Volunteer) that will be redeployed to the Human Rights and Protection Service as at 1 July 2017. To ensure appropriate coordination of field operations and support to mandate implementation in the increased area of responsibility of the Field Support Team, it is proposed to increase the staffing by three United Nations Volunteers as at 1 July 2017. As the Mission's downsizing progresses, 37 posts and positions will be abolished as at 31 March 2018.

Component 4: support

103. The support component is divided into two frameworks, the first reflecting the mandate and withdrawal period, from 1 July 2017 to 30 April 2018, and the second reflecting the completion of liquidation period, from 1 May to 30 June 2018.

Mandate and withdrawal period (1 July 2017-30 April 2018)

104. The support component will continue to provide efficient services to all personnel to enable them to perform the Mission's mandate. The support component will continue to offer transportation services, including air and road transport and maintain Mission facilities and equipment. Other support services include medical services; having evacuation capabilities available at all times, including to hospitals outside the Mission area; the maintenance of grounds and premises to ensure an acceptable working environment for all UNMIL personnel; camp refurbishment; cleaning services; environmental clean-up; action to comply with minimum operating security standards and minimum operating residential security standards; and the repair and renovation of fences and other security structures. UNMIL will maintain communications and information technology infrastructure with a focus on providing seamless connectivity at all times. The Conduct and Discipline Team will continue to ensure that all United Nations personnel and the local populations living near UNMIL installations are well-versed in the United Nations policy of zero tolerance of sexual exploitation and abuse. This will be achieved through the training of all new personnel, a refresher course for current personnel and sensitization sessions for the local populations. The HIV/AIDS Unit will also continue the training and sensitization of UNMIL personnel. Other services will include the provision of rations, fuel, expendable materials and equipment that will enable personnel to perform their duties.

Expected accomplishment	*Indicators of achievement*
4.1 Rapid, effective and efficient logistical, managerial, administrative and security support to the Mission	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/casualty evacuation) (2015/16: not applicable; 2016/17: not applicable; 2017/18: 90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: not applicable; 2016/17: not applicable; 2017/18: 5 per cent)
	4.1.3 Average annual percentage of authorized international posts vacant (2015/16: not applicable; 2016/17: not applicable; 2017/18: 10 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2015/16: 32 per cent; 2016/17: not applicable; 2017/18: 40 per cent)
	4.1.5 Overall score on the Department of Field Support environmental management scorecard (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)

4.1.6 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2015/16: 85 per cent; 2016/17 not applicable; 2017/18: 90 per cent)

4.1.7 Compliance with the field occupational safety and risk management policy (2015/16: 98 per cent; 2016/17: not applicable; 2017/18: 100 per cent)

4.1.8 Average number of days from requisition to purchase order, for all systems contract procurements during the budget period (2015/16: not applicable; 2016/17: not applicable; 2017/18: 7)

4.1.9 Overall score on the Department of Field Support property management index, based on 20 underlying key performance indicators (2015/16: 1,603; 2016/17: not applicable; 2017/18: 1,800)

4.1.10 Percentage of contingent personnel in United Nations accommodations that are compliant with standards as at 30 June, in accordance with the memorandum of understanding (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100 per cent)

4.1.11 Compliance of vendors with United Nations standards for the delivery, quality and stock management of rations (2015/16: 97 per cent; 2016/17: not applicable; 2017/18: 100 per cent)

Outputs

Service improvements

- Implementation of the Mission-wide environmental action plan, in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint

Aviation services

- Operation and maintenance of 4 aircraft (1 fixed-wing, 3 rotary-wing)
- Provision of a total of 900 planned flight hours (280 from commercial providers and 620 from military providers) for passenger and cargo transport, patrol and observation, search and rescue, the presidential elections, the quick-reaction force and casualty and medical evacuation
- Oversight of aviation safety standards for four aircraft, two airfields and four landing sites

Civilian personnel services

- Provision of human resources services for up to 783 authorized civilian personnel (237 international staff, 421 national staff and 125 United Nations Volunteers) including support to claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management in line with delegated authority

- Provision of in-Mission training courses and support to out-of-Mission training for civilian personnel
- Support to the processing of 1,455 in-Mission and 122 outside-Mission travel requests for non-training purposes and 74 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 18 Mission sites in 4 locations
- Operation and maintenance of 122 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities (26 wells/boreholes and 20 water treatment and purification plants), as well as support to 4 contingent-owned facilities at 18 sites
- Provision of waste management services, including liquid and solid waste collection and disposal at 18 sites
- Provision of cleaning, ground maintenance and pest control

Fuel management services

- Management of supply and storage of fuel, oil and lubricants across distribution points and storage facilities

Geospatial, information and telecommunications technology services

- Operation and maintenance of a network for voice, fax, video and data communication, including 8 very small aperture terminals, 25 phone exchanges, 66 microwave links and the provision of satellite and mobile phone service plans
- Provision of and support for 938 end-user equipment items, including 146 desktops, 670 notebooks, 15 tablets, 27 personal communication devices, 80 printers and 15 servers
- Provision of software packages and licenses, enterprise systems and related information technology and digital services for an average funded strength of 837 active users
- Support and maintenance of 12 local area networks and wide area networks at 18 sites
- Analysis of geospatial data covering 37,123 km^2, maintenance of topographic and thematic layers and production of 750 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (3 level I clinics and 2 health posts) and support to contingent-owned medical facilities (4 level I clinics and 1 level II hospital) in 9 locations
- Maintenance of medical evacuation arrangements to medical facilities (including 2 level IV hospitals) in 2 locations outside the Mission area

Supply chain management services

- Provide planning and sourcing support for the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below a certain threshold, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation for a maximum strength of 744 authorized military and police personnel (15 military advisors and 15 military observers, 404 formed military personnel, 50 United Nations police officers and 260 formed police personnel)
- Inspection, verification and reporting on contingent-owned major equipment and self-sustainment compliance for 3 military and 2 formed police units at 6 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 404 formed military personnel and 260 formed police personnel
- Support for the processing of claims and entitlements for an average strength of 744 military and police personnel

Vehicle management and ground transport services

- Operation and maintenance of 335 United Nations-owned vehicles (195 light passenger vehicles, 68 special purpose vehicles, 8 ambulances, 1 armoured vehicle and 63 other specialized vehicles, trailers and attachments), 4 workshop and repair facilities and the provision of transport and shuttle services

Conduct and discipline

- Implementation of a conduct and discipline programme for all military, police and civilian personnel through prevention activities, including training, monitoring of investigations and disciplinary action

HIV/AIDS

- HIV/AIDS awareness training and prevention services for all personnel in all uniform and civilian personnel locations
- Operation and maintenance of HIV testing services (voluntary and confidential counselling and testing) in 2 static sites and outreach to 3 regional offices

Security

- Install an additional 10 closed-circuit television cameras at various UNMIL premises to enhance security, with the aim of reducing pilferage and theft of United Nations assets and to enhance the security of United Nations personnel
- Provision of close protection 24 hours a day to senior Mission staff and visiting high-level officials
- One concentration and evacuation/relocation exercise for United Nations personnel
- Annual updating of the country-specific security plan and the electronic security risk management plan

External factors

The above will be achieved if the current security situation continues in Liberia and if the vendors supply the materials and goods in time for the projects to be implemented.

Completion of liquidation period (1 May-30 June 2018)

105. Following the conclusion of the withdrawal period on 30 April 2018, the support component team will execute a two-month liquidation of UNMIL. There are plans to close 14 locations by 30 April 2018. The remaining 4 premises in Monrovia will be closed during May and June 2018. The completion of liquidation phase is further divided into two subphases: (a) execution of the UNMIL asset disposal plan; and (b) completion of the remaining administrative closure activities by June 2018 with the further reduced teams.

Expected accomplishments	*Indicators of achievement*
4.1 Effective execution of the UNMIL disposal plan	4.1.1 Efficient and cost effective transfer or disposal
4.2 Effective and efficient completion of administrative liquidation of the Mission	4.2.1 Closure of all Mission sites in compliance with United Nations environmental requirements by 30 June 2018
	4.2.2 Finalization of all Mission transaction documentation and establishment of any necessary follow-on mechanisms

Outputs

Service improvements

- Implementation of environmental protection measures at all locations vacated by the Mission, including collection and disposal of hazardous and non-hazardous waste generated by the Mission in an environmentally friendly manner and restoration of all sites to their original condition

Civilian personnel services

- Administration, including check-out procedures, for a support team comprising up to 125 international staff, 224 national staff and 46 United Nations Volunteers
- Repatriation of up to 125 international staff and 46 United Nations Volunteers

Premises maintenance and handover period

- Maintenance and preparation for the handover of four premises in Monrovia
- Operation and maintenance of remaining United Nations-owned generators
- Provision of cleaning, ground maintenance and pest control
- Disposal of an estimated 7,436 items of property, plant and equipment, with a total estimated depreciated value of $22.15 million, and an estimated 2.9 million items of inventory assets, with a total estimated value of $33.2 million, through transfer to peacekeeping missions and other United Nations entities, commercial sale, disposal and gifting to the host Government and non-governmental organizations

Ground transportation

- Operation, final maintenance and preparation for further disposal through transfer to other United Nations missions and gifting to the host Government and non-governmental organizations by 30 June 2018 of 171 United Nations vehicles, including general-purpose vehicles, medium and heavy duty trucks, mini buses, ambulances and 1 armoured vehicle assigned to support the administrative closure team

Communications and information technology

- Support and maintenance of one server, 195 laptop/desktop computers, 25 printers, two local area networks for 200 users in two locations, two wireless networks and 200 e-mail accounts
- Maintenance of 1 satellite link, Internet service provider connectivity and primary Department of Field Support applications
- Provision of information technology and communications client support to a maximum of 395 individual users

Medical

- Medico-administrative support to the UNMIL administrative closure team from 1 May to 30 June 2018

Security

- Provision of security services 24 hours a day, 7 days a week, for all established UNMIL premises

External factors

The above will be achieved if the current security situation continues in Liberia and if the vendors supply the materials and goods in time for the projects to be implemented.

Table 4
Human resources: component 4, support

	International staff								
Civilian staff	*USG ASG*	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Director of Mission Support and the Deputy Director of Mission Support									
Approved for 2016/17	–	2	2	1	3	**8**	1	1	**10**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	1	1	–	3	**5**	1	1	**7**
As at 1 January 2018	–	1	1	–	3	**5**	1	1	**7**
As at 1 April 2018	–	1	1	–	2	**4**	1	1	**6**
Completion of liquidation phase									
As at 1 May 2018	–	1	1	–	2	**4**	–	1	**5**
As at 1 June 2018	–	1	1	–	1	**3**	–	–	**3**
Division of Mission Support									
Approved for 2016/17	–	–	7	17	30	**54**	83	30	**167**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	7	12	25	**44**	66	23	**133**
As at 1 January 2018	–	–	6	12	22	**40**	59	17	**116**
As at 1 April 2018	–	–	5	10	18	**33**	45	12	**90**
Completion of liquidation phase									
As at 1 May 2018	–	–	5	10	18	**33**	37	10	**80**
As at 1 June 2018	–	–	3	9	13	**25**	6	27	**58**
Supply Chain Management									
Approved for 2016/17	–	–	3	4	14	**21**	51	15	**87**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	3	3	12[a]	**18**	37	10	**65**
As at 1 January 2018	–	–	3	3	11[a]	**17**	25	9	**51**
As at 1 April 2018	–	–	3	2	9[a]	**14**	20	9	**43**
Completion of liquidation phase									
As at 1 May 2018	–	–	3	2	9[a]	**14**	20	9	**43**
As at 1 June 2018	–	–	3	2	5[a]	**10**	6	2	**18**
Service Delivery									
Approved for 2016/17	–	–	8	11	31	**50**	238	61	**349**

Civilian staff	International staff: USG ASG	D-2 D-1	P-5 P-4	P-3 P-2	Field Service	Subtotal	National staff	United Nations Volunteers	Total
Proposed deployment						–			–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	8	8	26	**42**	158	49	**249**
As at 1 January 2018	–	–	8	8	24	**40**	154	47	**241**
As at 1 April 2018	–	–	7	6	20	**33**	110	29	**172**
Completion of liquidation phase									
As at 1 May 2018	–	–	7	4	17	**28**	90	26	**144**
As at 1 June 2018	–	–	6	2	12	**20**	24	10	**54**
Security Section									
Approved for 2016/17	–	–	1	4	47	**52**	114	–	**166**
Proposed deployment									–
Mandate and withdrawal phase									
As at 1 July 2017	–	–	1	3	43	**47**	98	–	**145**
As at 1 January 2018	–	–	1	3	43	**47**	98	–	**145**
As at 1 April 2018	–	–	1	1	39	**41**	75	–	**116**
Completion of liquidation phase									
As at 1 May 2018	–	–	1	1	39	**41**	75	–	**116**
As at 1 June 2018	–	–	1	1	20	**22**	48	–	**70**
Total									
Approved for 2016/17	–	2	21	37	125	**185**	487	107	**779**
Proposed deployment	–	–	–	–	–		–	–	–
Mandate and withdrawal phase									
As at 1 July 2017	–	1	20	26	109	**156**	360	83	**599**
As at 1 January 2018	–	1	19	26	103	**149**	337	74	**560**
As at 1 April 2018	–	1	17	19	88	**125**	251	51	**427**
Completion of liquidation phase									
As at 1 May 2018	–	1	17	17	85	**120**	222	46	**388**
As at 1 June 2018	–	1	14	14	51	**80**	84	39	**203**

[a] Including 2 Field Service general temporary assistant positions established for the period from 1 January to 30 June 2018.

Office of the Director of Mission Support and the Deputy Director of Mission Support

106. The Office of the Director of Mission Support and the Deputy Director of Mission Support coordinates and manages all the support activities required for the implementation of the mandate of the Mission. The Office is responsible for securing essential human and financial resources for the Mission; budget planning and utilization; providing oversight for the delivery of compliant financial reports; overseeing workforce planning and recruitment services at the Mission; overseeing the planning and delivery of enabling geospatial, information technology and communications services; overseeing service delivery, supply chain management and liquidation implementation; and providing strategic guidance on related matters to Mission leadership.

107. In the context of Security Council resolution 2333 (2016), the existing staffing establishment of 10 posts and positions is proposed to be decreased by one D-1 post. The duties of the D-1 level, Deputy Director of Mission Support will be absorbed by the Director of Mission Support and other senior administrative officers. Greater accountability will be required of the Section Chiefs reporting directly to the Office of the Director of Mission Support. Service Chiefs will be held more accountable for their areas of responsibility. The staffing of the Office will be further reduced by one Field Service post by the end of March 2018. By 1 May 2018, it will be further decreased by one national General Service post. By the end of May 2018, one Field Service post and one United Nations Volunteer position will also be abolished. The remaining D-2 post, one P-5 post and one Field Service post will remain in the Mission until 30 June 2018.

Division of Mission Support

108. The Division of Mission Support includes the Regional Aviation Safety Unit; the Audit, Risk, Compliance and Board of Inquiry Unit; the Information Management Unit; the Occupational Health, Safety and Environment Unit; the Integrated Mission Training Centre; the Mission Support Operations Centre; Regional Field Offices; the Geospatial, Information Technology and Telecommunications Service; the Finance and Budget Section; and the Human Resources Management Section.

109. In the context of Security Council resolution 2333 (2016), the existing staffing establishment of 167 posts and positions will be reduced by 34 posts and positions as at 1 July 2017. After gradual downsizing, the staffing establishment will remain at a level of 58 posts and positions until 30 June 2018.

Supply Chain Management

110. Supply Chain Management includes the Office of the Chief of Supply Chain Management, the Integrated Warehouse Section, the Procurement Section and the Property Management Section.

111. In the context of Security Council resolution 2333 (2016), the existing staffing establishment of 87 posts and positions will be reduced by 22 posts and positions as at 1 July 2017. After gradual downsizing, the staffing establishment will remain at the level 18 posts and positions until 30 June 2018. Four Field Service posts remaining in the Mission until the end of June 2018 will include two posts in the Property Management Section, which will be geographically placed in the Global Service Centre and financed through general temporary assistance for the period from January to June 2018.

Service Delivery

112. Service Delivery includes the Office of the Chief of Service Delivery, the Life Support Section, the Aviation Section, the Transport Section, the Movement Control Section, the Medical Section, the HIV/AIDS Unit and the Engineering Section.

113. In the context of Security Council resolution 2333 (2016), the existing staffing establishment of 349 posts and positions will be reduced by 100 posts and positions as at 1 July 2017. After gradual downsizing, the staffing establishment will remain at the level of 54 posts and positions until 30 June 2018.

Security Section

114. The Security Section provides safety and security support and advice to all elements of the Mission apart from troop contingents and formed police units. It

protects United Nations personnel, installations and equipment and ensures the security and freedom of movement of United Nations and associated personnel, in accordance with Security Council resolution 2333 (2016). With the significant reduction of the UNMIL military and police presence across the country, security responsibilities have been transferred to the Security Section. It is anticipated that incidents of theft and other security-related incidents will increase as the Mission is nearing its closure.

115. In that context, it is proposed that the current staffing establishment of 166 posts be reduced to 145 posts as at 1 July 2017 and further reduced to 116 by 1 April 2018. The 70 posts remaining as at 1 June 2018 will leave the Mission by the end of the completion of liquidation period.

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June.)

			Cost estimates			Variance	
	Expenditures (2015/16)	*Apportionment (2016/17)*	*Mandate and withdrawal (1 July 2017 to 30 April 2018)*	*Completion of liquidation (1 May to 30 June 2018)*	*Total (2017/18)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(3)+(4)*	*(6)=(5)-(2)*	*(7)=(5)÷(2)*
Military and police personnel							
Military observers	5 056.6	2 824.6	661.5	–	661.5	(2 163.1)	(76.6)
Military contingents	93 649.8	39 048.2	15 756.6	–	15 756.6	(23 291.6)	(59.6)
United Nations police	15 629.5	7 645.4	2 071.2	–	2 071.2	(5 574.2)	(72.9)
Formed police units	26 201.4	10 643.0	7 675.6	–	7 675.6	(2 967.4)	(27.9)
Subtotal	**140 537.4**	**60 161.2**	**26 164.9**	**–**	**26 164.9**	**(33 996.3)**	**(56.5)**
Civilian personnel							
International staff	72 056.0	52 786.5	39 807.3	3 241.5	43 048.8	(9 737.7)	(18.4)
National staff	19 950.3	10 456.9	8 632.9	707.1	9 340.0	(1 116.9)	(10.7)
United Nations Volunteers	11 769.9	8 699.8	5 228.5	965.7	6 194.2	(2 505.6)	(28.8)
General temporary assistance	376.1	–	125.3	62.6	187.9	187.9	–
Government-provided personnel	1 593.1	1 347.7	210.9	–	210.9	(1 136.8)	(84.4)
Subtotal	**105 745.4**	**73 290.9**	**54 004.9**	**4 976.9**	**58 981.8**	**(14 309.1)**	**(19.5)**
Operational costs							
Civilian electoral observers	–	–	–	–	–	–	–
Consultants	371.0	207.8	195.9	–	195.9	(11.9)	(5.7)
Official travel	2 152.1	1 360.0	973.5	145	1 118.5	(241.5)	(17.8)
Facilities and infrastructure	19 048.7	14 265.8	9 014.8	2 376.0	11 390.8	(2 875.0)	(20.2)
Ground transportation	3 203.8	2 622.6	1 384.1	108.0	1 492.1	(1 130.5)	(43.1)
Air operations	22 111.2	16 502.0	5 890.1	–	5 890.1	(10 611.9)	(64.3)
Naval transportation	2 765.4	2 885.7	–	–	–	(2 885.7)	(100.0)
Communications	4 370.2	3 867.8	3 335.8	190.7	3 526.5	(341.3)	(8.8)
Information technology	5 254.0	2 573.9	2 092.0	70.5	2 162.5	(411.4)	(16.0)
Medical	764.1	408.0	200.9	93.0	293.9	(114.1)	(28.0)
Special equipment	–	–	–	–	–	–	–
Other supplies services and equipment	4 932.1	6 993.9	8 703.7	190.5	8 894.2	1 900.3	27.2
Quick-impact projects	1 996.8	2 000.0	2 000.0	–	2 000.0	–	–
Subtotal	**66 969.3**	**53 687.5**	**33 790.8**	**3 173.7**	**36 964.5**	**(16 723.0)**	**(31.1)**
Gross requirements	**313 252.1**	**187 139.6**	**113 960.6**	**8 150.6**	**122 111.2**	**(65 028.4)**	**(34.7)**
Staff assessment income	8 996.7	6 562.8	4 631.6	386.0	5 017.6	(1 545.2)	(23.5)
Net requirements	**304 255.3**	**180 576.8**	**109 329.0**	**7 764.6**	**117 093.6**	**(63 483.2)**	**(35.2)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	–	52.8	–	–
Total requirements	**313 304.9**	**187 192.4**	**114 013.4**	**8 150.6**	**122 164.0**	**(65 028.4)**	**(34.7)**

B. Non-budgeted contributions

116. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-Mission agreement[a]	1 654.5
Total	**1 654.5**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation fees and taxes.

C. Efficiency gains

117. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Information technology	1 100	Implementation of Umoja Extension 1, including the abolishment of posts no longer required and a reduction in banking fees from streamlined processes
Other supplies services and equipment	400	New contracts with local banking institutions resulting in reduced bank charges
Total	**1 500**	

D. Vacancy factors

118. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	32.3	–	–
Military contingents	37.6	–	–
United Nations police	40.4	7.0	–
Formed police units	34.5	–	–
Civilian personnel			
International staff	14.1	10.0	10.0
National staff			
National Professional Officers	16.7	15.0	5.0
National General Service staff	7.4	7.0	5.0
United Nations Volunteers			
International United Nations Volunteers	12.7	10.0	5.0

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
National United Nations Volunteers	–	7.0	–
Temporary positions[a]			
International staff	–	–	–
National staff	–	–	–
Government-provided personnel	9.4	3.0	–
Civilian electoral observers	–	–	–

[a] Funded under general temporary assistance

119. The proposed vacancy factors for the 2017/18 period reflect the anticipated attrition of civilian staff and difficulties in retaining and recruiting personnel in the context of the Mission's closure.

E. Contingent-owned equipment: major equipment and self-sustainment

120. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment, in the total amount of $5,944,800, as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	2 908 500	1 111 800	4 020 300
Self-sustainment	1 245 600	678 900	1 924 500
Total	**4 154 100**	**1 790 700**	**5 944 800**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 July 2016	17 January 2016
Intensified operational condition factor	1.3	1 July 2016	17 January 2016
Hostile action/forced abandonment factor	0.3	1 July 2016	17 January 2016
B. Applicable to home country			
Incremental transportation factor	0.00-6.25		

F. Training

121. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	29.4
Official travel	
Official travel training	120.0
Other supplies services and equipment	
Training fees supplies and services	169.5
Total	**318.9**

122. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	348	413	402	476	583	705	286	2 567	802
External[a]	114	32	23	31	36	11	4	6	0
Total	**462**	**445**	**425**	**507**	**619**	**716**	**290**	**2 573**	**802**

[a] Includes training at the United Nations Logistics Base and at other locations outside the Mission area.

123. The Mission's training programme for the 2017/18 period aims to enhance the leadership, administrative and organizational skills of Mission personnel. The programme is aimed at strengthening the substantive and technical capacity of the Mission staff in fields such as administration, budget and finance, air transportation, communications, ground transportation, development, electoral support, human resources management, information technology, political and civil affairs, procurement, security, supply management and property management.

G. Quick-impact projects

124. The estimated resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2015 to 30 June 2016 (actual)	1 997.0	60
1 July 2016 to 30 June 2017 (approved)	2 000.0	70
1 July 2017 to 30 June 2018 (proposed)	2 000.0	50

125. As part of the UNMIL drawdown, the Mission must accentuate its efforts to build confidence in the peace and stability process through targeted small-scale projects that are catalytic, scalable and increasingly incentivize local communities to engage in the peacebuilding, stabilization and confidence-building process, so that those communities adopt a sense of ownership with respect to the quick impact

projects. A total of 50 quick-impact projects are proposed for the period from 1 July 2017 to 30 June 2018 in support of peace consolidation, including reconciliation, governance, service delivery and the rule of law, with an emphasis on gender-sensitive initiatives, and capacity development at the communal, organizational and institutional levels.

126. The projects will be focused on increasing the ability and opportunities for civil society groups to participate in confidence-building and peace consolidation measures, taking into account the UNMIL drawdown; delivering rule of law, peacebuilding, reconciliation and human rights/protection services and training to support State authority during the UNMIL transition; supporting the Government to improve the efficiency of basic service delivery at the local level to create a peaceful and stable environment during the UNMIL transition; and strengthening the resilience and social cohesion of vulnerable populations that are crucial to the UNMIL transition. In contrast, programmatic activities will focus on facilitating the transition of priority activities from UNMIL to the United Nations country team. In line with the policy of the Department of Peacekeeping Operations and the Department of Field Support, quick-impact projects will remain small-scale and rapidly implementable. They will be aimed at improving the environment for effective mandate implementation.

H. Programmatic activities

127. The estimated resource requirements for other programmatic activities for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Description	*Proposed amount*
Support to constructive engagement of high-risk youth during and after the 2017 election process	500.0
Support to county-level peace and reconciliation dialogues	500.0
Support to the establishment and functioning of the Liberia Land Authority	1 500.0
Support to local governance reform and decentralization	1 000.0
Integrated border management security and stabilization	500.0
Strengthening the rule of law in Liberia: justice and security for the Liberian people	2 905.0
Strategy on transnational crime to support the operationalization of a body to combat transnational crime	95.0
Total	**7 000.0**

128. The 2016/17 programmatic activities are under way and on target to be successfully completed by 30 June 2017. The 2017/18 programme will further build on the 2016/17 confidence-building measures that included support for and development of special and targeted activities delivered through the provision and transfer of services, supplies and equipment to programme-implementing entities. The 2017/18 programmatic activities will continue to be oriented toward the areas of justice and security, security sector reform, human rights, peace consolidation, youth empowerment and national reconciliation. Seven projects have been proposed, all of which are directly linked to activities mandated in Security Council resolution 2333 (2016) and aligned with results-based budgeting. The project

portfolio will seek a balanced gender perspective, both in project design and implementation.

129. The good offices and political support mandate of the Special Representative of the Secretary-General contained in resolution 2333 (2016) has been broadly defined to address the root causes of conflict, promote national and local reconciliation, including land reform, advance constitutional and institutional reforms, combat sexual and gender-based violence and build trust between Liberian citizens and State institutions. UNMIL has been requested to work closely with the United Nations country team to transfer human rights monitoring, rule of law, national reconciliation and security sector reform tasks to the Government and the country team to ensure continued progress in those areas.

130. UNMIL has responded by proposing seven priority programmatic activity projects to support and further the implementation of mandated tasks, including the following critical reconciliation, rule of law and reform initiatives:

(a) A project to support the Liberia Land Authority will play an important and constructive role in peace consolidation by supporting secure land tenure, which is a crucial ingredient for livelihoods and social cohesion; correcting the historical injustices of marginalization and exclusion, ensuring that people have a voice and participate at the community level; improving equity among social groups that have been traditionally marginalized, such as women; and reducing the potential for violent conflict through customary land identification. The project is envisaged as the foundation of a sustainable decentralized land management and administration system that ensures land tenure security. It is part of a long-term commitment of the United Nations to sustainable land management in Liberia and is a critical dimension of the transfer of UNMIL peace consolidation priorities to the United Nations country team;

(b) A project to support local governance reform and decentralization will address existing gaps identified by the Government in the Liberia Decentralization Support Programme with a view to complementing and accelerating aspects of the programme during the transition period, when the United Nations country team will assume critical peace consolidation priorities that hitherto had been part of the UNMIL core mandate;

(c) County reconciliation dialogues will support the Government's strategic road map for national healing, peacebuilding and reconciliation, which was launched in 2012. The dialogues will serve as a consensus-building venue for local administrations, political parties, traditional elders, civil society, women's and youth organizations, the business community and labour and professional associations in six conflict-prone and marginalized counties (namely, Sinoe, Lofa, Nimba, Maryland, River Cess and Bomi counties). The counties were selected based on the results of the 2016 conflict-mapping exercise conducted by the Ministry of Internal Affairs, with advice from the Liberian Peacebuilding Office;

(d) A project on high-risk youth aims to constructively engage high-risk youth in peacebuilding efforts and prevent their participation in election-related violence in the lead up to, during and after the 2017 elections. The project will facilitate the creation of space in which marginalized youth can be heard and will engage more established youth leaders with UNMIL, the United Nations country team and other leaders on a regular basis in order to build rapport and trust. The programme will deepen coordination between UNMIL, the United Nations country team, the Ministry of Youth and Sports and ECOWAS and aims to leverage regional instruments to create opportunities for youth to promote and support national reconciliation, social cohesion, security, stability and development in Liberia.

(e) An integrated border management, security and stabilization programme is focused on addressing security at borders, enabling cross-border security partnerships and engaging with border communities to promote security, confidence-building and stabilization. This project is designed to strengthen border security through the integration of technical equipment, infrastructure and human resource capacities. It will harmonize several components of the border management architecture, including the policy framework, organization and management, systems and procedures, human resources and training, infrastructure and equipment and communications and information;

(f) A project to support a joint UNDP/UNMIL programme, entitled Strengthening the rule of law in Liberia: justice and security for the Liberian people", which was developed in 2016 in close consultation with the Liberian judiciary, the Liberian Ministry of Justice and other principal institutional counterparts. The joint programme aims to ensure a more coordinated and coherent transition of United Nations support in the areas of police, justice and security sector reform and human rights, and allows UNMIL and UNDP to work together in the implementation of key aspects of the UNMIL mandate. The project advances critical reform initiatives, including reducing impunity on the part of perpetrators of sexual and gender-based violence, improving accountability and oversight, decentralizing justice and security services and advancing relationships between security sector institutions and communities;

(g) A project supporting the operationalization of a body to combat transnational crime aims to develop a national strategy on transnational crime to support the operationalization of a transnational body in collaboration with ECOWAS. The strategy is designed to enhance national law enforcement, with a focus on operationalizing a transnational body, and to strengthen justice institutions to address the emerging threat of transnational organized crime and develop capacity for improved national, regional and international security and cooperation. The project complements the support of the United Nations police to the West Africa Coast Initiative of the United Nations Office on Drugs and Crime, through which the Liberia Transnational Crimes Unit was established.

III. Analysis of variances[2]

131. The standard terms applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

		Variance	
Military observers	($2 163.1)	(76.0%)

- **Mandate: withdrawal and liquidation of the Mission**

132. The main factor contributing to the variance under this heading is the complete withdrawal of 15 military observers by 31 March 2018 in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

[2] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military contingents	($23 291.6)	(59.6%)

- **Mandate: withdrawal and liquidation of the Mission**

133. The main factor contributing to the variance under this heading is the phased complete withdrawal of 419 military contingent personnel by 31 March 2018 in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
United Nations police	($5 574.2)	(72.9%)

- **Mandate: withdrawal and liquidation of the Mission**

134. The main factor contributing to the variance under this heading is the phased complete withdrawal of 50 United nations police officers by 31 March 2018 in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
Formed police units	($2 967.4)	(27.9%)

- **Mandate: withdrawal and liquidation of the Mission**

135. The main factor contributing to the variance under this heading is the phased complete withdrawal of 260 formed police units by 31 March 2018 in the context of Security Council resolution 2333 (2016).

	Variance	
International staff	($9 737.7)	(18.4%)

- **Mandate: withdrawal and liquidation of the Mission**

136. The main factor contributing to the variance under this heading is the phased complete withdrawal of international staff, specifically the abolishment of 112 posts by the end of April 2018 and the remaining 125 posts by 30 June 2018, in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
National staff	($1 116.9)	(10.7%)

- **Mandate: withdrawal and liquidation of the Mission**

137. The main factor contributing to the variance under this heading is the phased complete withdrawal of national staff, specifically the abolishment of 197 national staff posts by the end of April 2018 and the remaining 224 posts by 30 June 2018 during the completion of liquidation process, in the context of Security Council resolution 2333 (2016).

	Variance	
United Nations Volunteers	($2 505.6)	(28.8%)

- **Mandate: withdrawal and liquidation of the Mission**

138. The main factor contributing to the variance under this heading is the phased withdrawal of 79 United Nations Volunteers by the end of April 2018 and the abolishment of the remaining 46 positions by 30 June 2018 during the completion of liquidation process in the context of Security Council resolution 2333 (2016).

	Variance	
General temporary assistance	$187.9	–

- **Mandate: Increased workload due to liquidation activities**

139. The main factor contributing to the variance under this heading is the proposed establishment of two general temporary assistance positions at the Field Service level in support of the Mission's assets disposal programme during the period from January to June 2018.

	Variance	
Government-provided personnel	($1 136.8)	(84.4%)

- **Mandate: withdrawal and liquidation of the Mission**

140. The main factor contributing to the variance under this heading is the complete withdrawal of all Government-provided personnel by 31 March 2018 in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
Consultants	($11.9)	(5.7%)

- **Mandate: withdrawal and liquidation of the Mission**

141. The main factor contributing to the variance under this heading is the reduced requirements with respect to training consultants owing to the Mission's continued use of in-house resources for its learning and development programmes. The reduction in resource requirements is partially offset by the increase in requirements for non-training consultants owing to the provision of specialized support to the Government of Liberia in the rule of law and peace consolidation areas.

	Variance	
Official travel	($241.5)	(17.8%)

- **Mandate: withdrawal and liquidation of the Mission**

142. The main factor contributing to the variance under this heading is the reduction in travel requirements for training purposes owing to the Mission's primary focus on essential training and other online resources and non-training-related travel owing to the drawdown in activities and the liquidation of the Mission by 30 June 2018.

	Variance	
Facilities and infrastructure	**($2 875.0)**	**(20.2%)**

- **Mandate: withdrawal and liquidation of the Mission**

143. The main factor contributing to the variance under this heading is the reduction in resource requirements in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016), specifically with respect to the non-acquisition of various categories of equipment or of security services owing to lower requirements for the residential security entitlements of uniformed personnel and the rental of premises following the closure of locations. The overall reduction in requirements has been offset in part by additional requirements with respect to maintenance services, including additional services associated with environmental clean-up of hazardous waste bitumen material and with waste management, and the acquisition of generators and electrical equipment, including the purchase of two heavy duty incinerators for environmental clean-up.

	Variance	
Ground transportation	**($1 130.3)**	**(43.1%)**

- **Mandate: withdrawal and liquidation of the Mission**

144. The main factor contributing to the variance under this heading is the reduction in the fleet of both United Nations-owned and contingent-owned vehicles and the resulting reduction in requirements for liability insurance, spare parts and fuel, in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
Air operations	**($10 611.9)**	**(64.3%)**

- **Mandate: withdrawal and liquidation of the Mission**

145. The main factor contributing to the variance under this heading is the gradual decommissioning of the Mission's aircraft fleet in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016). The Mission plans to reduce its aircraft fleet by three military rotary-wing aircraft, to be withdrawn by 28 February 2018, followed by the remaining fixed-wing aircraft, to be withdrawn by 30 April 2018.

	Variance	
Naval transportation	**($2 885.7)**	**(100.0%)**

- **Mandate: no naval transportation requirements**

146. No naval transportation requirements are anticipated in 2017/18 owing to the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
Communications	($341.3)	(8.8%)

- **Mandate: withdrawal and liquidation of the Mission**

147. The main factor contributing to the variance under this heading is the reduction in resource requirements in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016), in particular the reduction in requirements for commercial communications and spare parts and the non-acquisition of public information equipment. The overall reduction in resource requirements is partially offset by additional requirements for public information services, including UNMIL Radio programme production and broadcasting, production services and radio opinion surveys.

	Variance	
Information technology	($411.4)	(16.0%)

- **Mandate: withdrawal and liquidation of the Mission**

148. The main factor contributing to the variance under this heading is the reduction in resource requirements in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016), specifically the reduction in requirements for information technology services and software, and the resulting reduction in payments of software license and software rental fees.

	Variance	
Medical	($114.1)	(28.0%)

- **Mandate: withdrawal and liquidation of the Mission**

149. The main factor contributing to the variance under this heading is the reduction in resource requirements owing to the drawdown of the civilian staff in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016).

	Variance	
Other supplies services and equipment	$1 900.3	27.2%

- **Management: increased inputs and outputs**

150. The main factor contributing to the variance under this heading is the reduction in resource requirements in the context of the withdrawal and liquidation of the Mission in accordance with Security Council resolution 2333 (2016), in particular the reduction in requirements with respect to training fees, supplies and services owing to there being fewer trainees to benefit from the Mission's learning and development programmes and services and the use of the existing stock of training supplies; reduced costs for external auditing by the Board of Auditors; lower bank charges owing to the drawdown, efforts made to identify savings, changing the local bank used, benefits realized through the use of Umoja and the reduction of transactions owing to the Mission's liquidation; and reduced costs for freight and related items owing to the lower level of acquisitions.

151. The overall reduction in resource requirements is offset by the proposed increase in requirements for programmatic activities relating to the work of the United Nations country team pursuant to paragraph 13 of Security Council

resolution 2333 (2016). The proposed projects, with a total budget of $7 million, are reflected in the result-based budgeting framework of the present report and include projects to support human rights monitoring, rule of law, national reconciliation and security sector reform.

IV. Actions to be taken by the General Assembly

152. **The actions to be taken by the General Assembly in connection with the financing of UNMIL are:**

(a) **Appropriation of the amount of $122,111,200 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount in subparagraph (a) above.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 70/286 and 70/278, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	UNMIL is actively engaged in preparations for liquidation primarily involving site closures, reducing inventories and disposing of assets to expedite the liquidation process. The final closure and liquidation of UNMIL is a significant activity that will require the repatriation of uniformed personnel and civilian personnel not involved in liquidation activities by 30 April 2018 and sufficient time to close 18 sites and dispose of the Mission's assets. Accordingly, the budget proposal for the 2017/18 period provides for the minimum support staff required to carry out the liquidation in 2018.
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	UNMIL has a gender adviser at the P-4 level who reports directly to the Deputy Special Representative of the Secretary-General for Peace Consolidation/Resident Coordinator.

Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	UNMIL recognizes the importance of recruiting and retaining women in peacekeeping operations, in particular in senior leadership positions. In the 2015/16 period, women held 30 per cent of senior Mission leadership positions, exceeding the target of 26 per cent.
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).	UNMIL has moved from the use of coal and diesel where possible, including by connecting to the new national hydropower electricity grid in order to reduce reliance on generators. Solar energy is being used at some sites. Fuel consumption has been reduced as a result of camp closures and reduced flight hours. Waste is being disposed of through sale to commercial vendors and incineration rather than disposal at dump sites. Of the 3 wastewater treatment facilities planned for installation in Monrovia and Zwedru during the 2016/17 financial year, 2 facilities (1 in Zwedru and 1 at Star Base in Monrovia) have been successfully installed and are currently in operation. Although work was intended to start in October 2016 on the construction of the third treatment plant at Camp Clara, by that time assumptions about the possibility of the camp closure in early 2017 had started surfacing and the work was postponed. Once the planned assumptions had been confirmed after the Mission's final mandate was issued in late December 2016, an alternative location was chosen with the overall aim of achieving zero-flow of wastewater to the public wastewater management site in Monrovia.
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32).	Recognizing the volatile nature of peacekeeping operations, UNMIL has used emergency planning to remain alert and ready to respond to any potential mass casualty occurrence. The Medical Section, together with military contingent, provides level 2 and higher hospital facilities, regularly conducts mass casualty management exercises and has trained civilians and uniformed personnel in basic casualty management and the provision of first aid. Medical evacuations are configured to be compliant with the 10-1-2 concept.

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accou:.ting Standards (para 43).	UNMIL has significantly reduced inventory holdings in view of the anticipated future requirements of the Mission. In the light of the drawdown, UNMIL anticipates that there will be limited procurement activity.
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46).	In the light of the drawdown, UNMIL anticipates that there will be limited procurement activity. Therefore, limited assistance will be required from the Regional Procurement Office.
Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).	UNMIL has implemented mitigating measures and strictly adheres to standard operating procedures to strengthen and enhance aircrew security in the field, as set out in Department of Peacekeeping Operations Aviation Safety Manual and the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations; Department of Peacekeeping Operations/Department of Field Support/UNMIL Aviation Risk Management Policy; Air Transport Section/ Logistics Support Division Instructions Facsimile; UNMIL aviation standard operating procedures for 2016 and United Nations best practices. Measures implemented include successful completion of assessments on aviation risk management/security threats, provisions for aircraft/crew on-ground and on-board security in remote destinations, real-time communication/reporting protocols between crew and Mission air operations during actual operations and aircrew compliance with minimum aerial distance from international borders. In addition, no flights are planned into known hostile territory and there has been effective utilization of electronic satellite tracking systems installed on UNMIL-based aircraft.
Notes ongoing efforts to ensure that both business continuity plans and disaster recovery plans are in place in all peacekeeping missions within a defined time frame, and requests the Secretary-General to continue to implement network intrusion detection and incident management software covering all missions and to continue to undertake information security awareness efforts in all missions and departments (para. 51).	UNMIL has business continuity and disaster recovery plans in place that are regularly updated. The most recent update was made in September 2016.

Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55).	UNMIL revised its guidelines in June 2014, which stipulate that the Mission's priorities, which guide quick-impact project interventions, be identified at the onset of the fiscal year. Requests for proposals are called for shortly after the approval of the Mission's budget by the General Assembly. Early submission and review enables the first project review committee meeting to take place in the first quarter of the fiscal year. Where urgent decisions are required on specific projects, consultations are conducted with project review committee members through email, shortening the decision-making period to between 24 and 48 hours. UNMIL has also revised its standard operating procedures and related planning, monitoring and evaluation templates to streamline the planning, implementation and monitoring of and reporting on quick-impact projects. UNMIL reviewed its monitoring and reporting procedures to more actively track project work plans against stipulated timelines and joint monitoring reports against progress markers to capture timely progress and ensure that any remedial action required to complete projects is carried out in a timely manner. A database of implementing partner performance has been established to safeguard against awarding contracts to contractors with poor performance and delivery records. In order to strengthen performance reviews, regular conferences are held with sponsoring UNMIL sections and implementing partners to discuss progress and address any challenges faced.
Also stresses the importance of thorough, responsive and advance planning for any mission transition process, in full coordination with all United Nations system entities, relevant regional organizations and the host Government, to ensure a timely, efficient and effective transfer of essential roles and responsibilities when responding to changes in the mandate (para. 59).	In accordance with Security Council resolution 2333 (2016) and in the context of the Mission's progressive drawdown, UNMIL, in close coordination with its partners, will support the Government of Liberia during its transition period in advancing critical political governance, justice and security institution- and capacity-building efforts, security cooperation in the sub-region and in strengthening the promotion and protection of civilian and human rights, including efforts to combat sexual and gender-based violence. The Mission will continue to enhance integration with the United Nations country team in the implementation of the Mission's mandate and will implement programmatic activities to further that cooperation. UNMIL will also use its good offices to advocate for and support expedited and tangible progress in the areas of institutional reform, conflict resolution, reconciliation, inclusion and social cohesion, free and fair elections and a peaceful transition of Government.

Recognizes that the inclusion of programmatic funds in mission budgets on a case-by-case basis is intended to support the effective implementation of mandated tasks, and, in order to provide greater transparency, requests the Secretary-General to clearly and consistently present the cost of such activities when they are included in future mission budgets (para. 68).	In the 2017/18 period, UNMIL will strengthen integration with the United Nations country team through programmatic activities in support of mandate implementation. Programmatic activities within the areas of justice and security sector reform, human rights, peace consolidation, youth empowerment and national reconciliation have been proposed for joint implementation with the United Nations specialized agencies, funds and programmes, among others. This includes projects designed to serve as seed money to leverage multi-donor investments in initiatives required to sustain peace after the Mission's departure. The Mission and the United Nations country team are working together on mandate priorities with the overall goal of achieving a seamless transition on numerous initiatives to reform the national criminal justice institutions.
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70).	The related response for all peacekeeping missions, including UNMIL, to address issues raised in paragraphs 70, 71, 76 and 79-82 of the resolution will be included the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742 and General Assembly resolution 70/286)

Request recommendation	*Action taken to implement request recommendation*
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).	Following the staff retrenchment on 30 June 2016, UNMIL has had no vacant international posts.
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings, together with the additional observations and recommendations made by the Advisory Committee, the Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).	UNMIL had lower fuel costs than had been anticipated owing to the reduction of flying hours and the drawdown during the 2015/16 period, which resulted in the Mission consuming 800,000 litres of jet fuel less than planned for in the budget. For the 2016/17 period, in line with the approved budget for the maintenance of the Mission, UNMIL reconfigured the fixed-wing aircraft from a DHC-7 to a B-1900. The planned flight hours for the MI-8 military helicopter were also reduced, with a corresponding reduction in estimated fuel costs.

The Advisory Committee notes with dissatisfaction that the information was not made readily available to the Committee in a timely manner and not in the format requested, which would have facilitated easy review. The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers and estimated air fares and other travel costs, be included in the information provided to the Committee prior to its consideration of mission budget proposals (para. 154).	Travel reporting capabilities are being further developed to add data on travel-related expenditures. A standardized report containing expenditure details in the travel module of Umoja was launched in late 2016. A new report on compliance with the 16-day rule was also completed in early 2017. For the time being, until the travel module is released to the military, the reporting will cover only international staff.

C. Financing of the United Nations Mission in Liberia

(A/70/742/Add.11 and General Assembly resolution 70/278)

Request recommendation	*Action taken to implement request recommendation*
Seven claims were pending. The Advisory Committee trusts that the outstanding claims will be settled expeditiously (para. 7).	UNMIL will make every effort to settle the claims expeditiously. Currently, 4 death and disability claims remain uncovered. A total of $4.6 million with regards to contingent-owned equipment was outstanding as at 1 March 2017.
The Advisory Committee considers that in view of the continuing drawdown of the Mission and the significant reductions proposed in the Mission's operations and personnel, the continuing requirement for the post of Director of Mission Support at the D-2 level should be kept under review (para. 18).	UNMIL has proposed the abolishment of the post of the Deputy Director of Mission Support at the D-1 level in the budget proposed for the 2017/18 period.
The Advisory Committee notes that the proposed activities appear to reflect direct support services provided to the Government of Liberia, and therefore, considers that these activities should be properly described as such under the substantive part of the budget with clearly identified links to expected accomplishments and indicators of achievements. The Advisory Committee also trusts that the Secretary-General will provide information on this issue in the relevant performance reports (para. 24).	The budget proposal for the 2017/18 period includes detailed descriptions of proposed programmatic activities, including the accomplishments expected and indicators of achievement.

The Advisory Committee notes with concern the lapse indicated by the Board of Auditors in compliance by UNMIL with the established environmental and waste management policies. The Committee, noting the measures taken by UNMIL in respect of waste disposal, expects that the Mission will continue its efforts to reduce the overall environmental footprint, as requested by the General Assembly in its resolution 69/307 (para. 30).	UNMIL has made significant improvements in recovering the bulk of hazardous waste from its sites, in particular as part of camp closure activities. Waste has been disposed of through sale to commercial vendors and incineration rather than disposal at dump sites. This has minimized littering and eliminated illegal dumping. However challenges such as delays in pick-up by waste contractors and the breakdown of incinerators still hinder the timely disposal of waste, which leads to its accumulation. A procurement process is under way to contract a vendor to manage the proper disposal of toxic and chemical substances, including expired chemicals, used cartridges and ash from incinerators. The contract will be in place by 31 March 2017. In 2017 and 2018, UNMIL will be closing camps, and the accumulation of waste will require immediate disposal to avoid the contamination of soil and pollution of water sources. Accordingly, incinerators will be purchased to ensure the timely disposal of waste. Best practices for compliance with relevant rules and regulations on environmental health and safety have been devised as part of the maintenance of the natural environment of sites. Implementation of positive practices such as waste separation ensured that corrective action was taken to clean up the Property Disposal Unit's holding yard. The overall footprint of UNMIL had been reduced from 77 sites (as at 30 June 2015) to 25 sites as at 31 December 2016.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

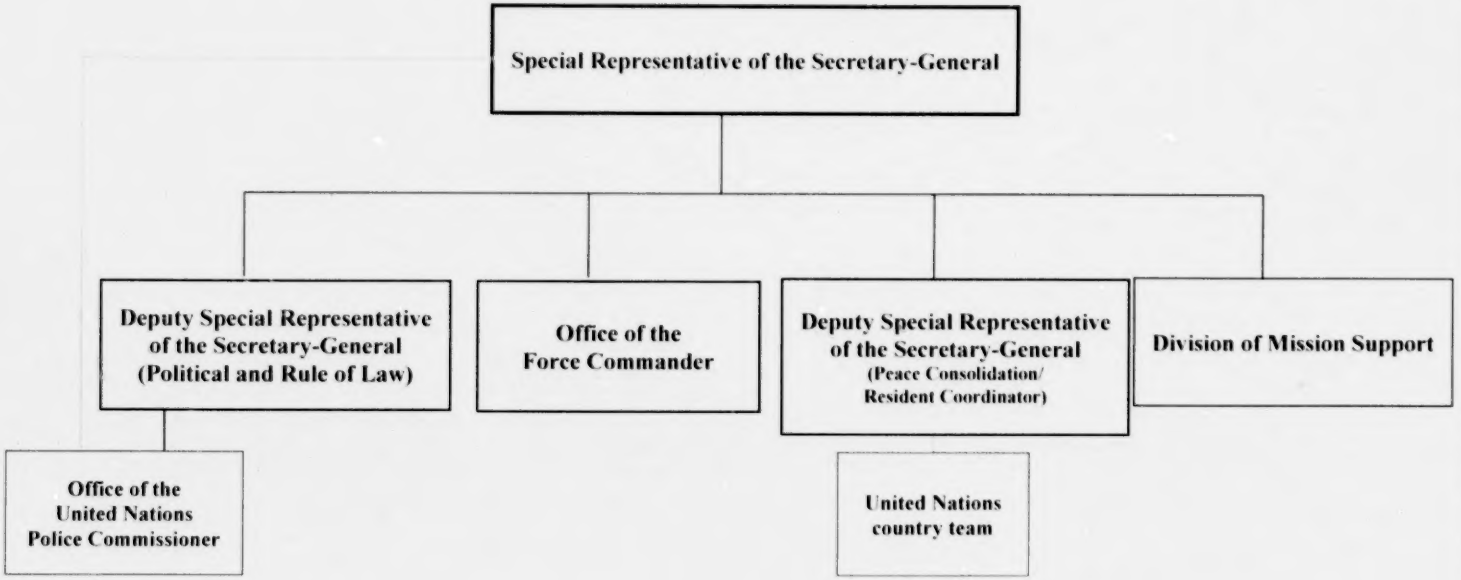
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

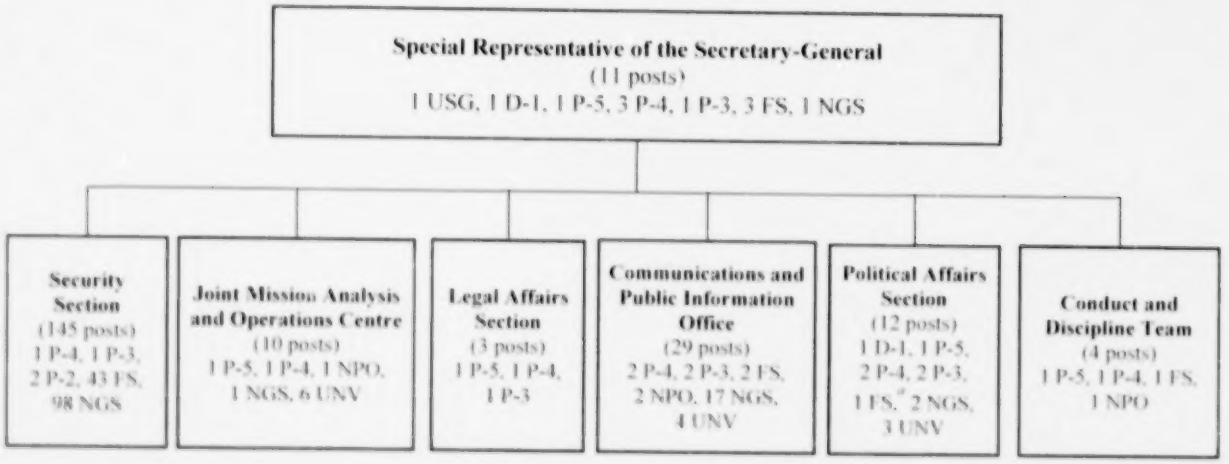
Annex II

Organization charts (as at 1 July 2017)

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Political and Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Peace Consolidation/ Resident Coordinator)
Division of Mission Support
Office of the United Nations Police Commissioner
United Nations country team

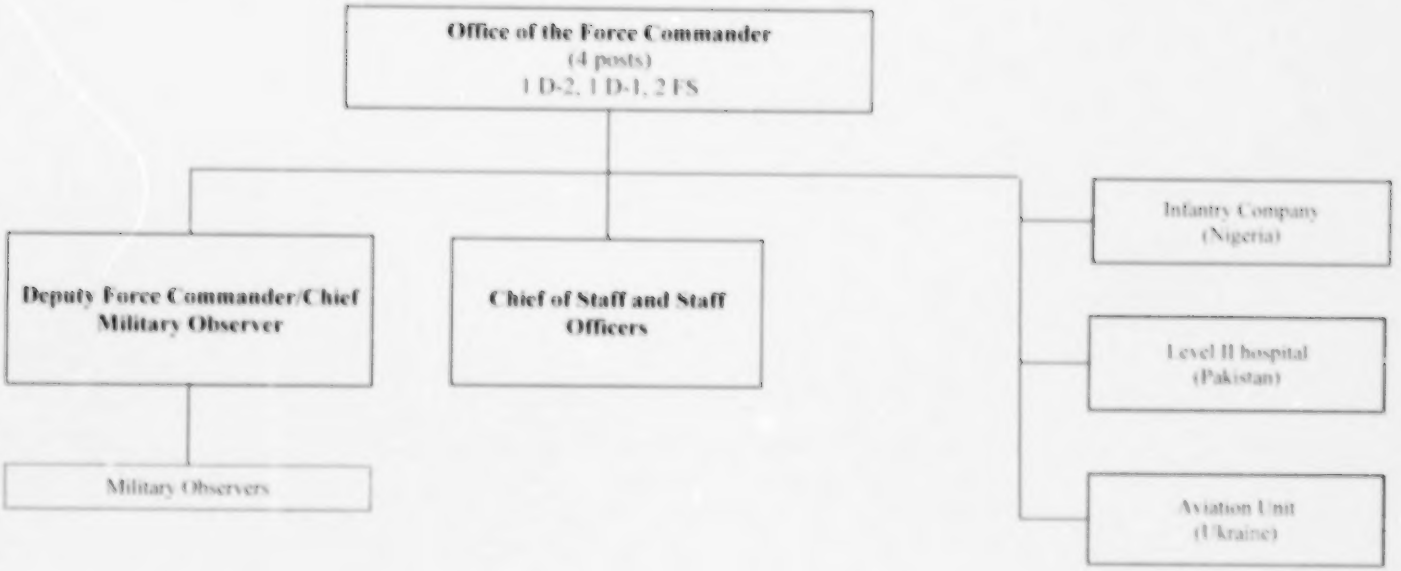
B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(11 posts)
1 USG, 1 D-1, 1 P-5, 3 P-4, 1 P-3, 3 FS, 1 NGS
Security Section
(145 posts)
1 P-4, 1 P-3, 2 P-2, 43 FS, 98 NGS
Joint Mission Analysis and Operations Centre
(10 posts)
1 P-5, 1 P-4, 1 NPO, 1 NGS, 6 UNV
Legal Affairs Section
(3 posts)
1 P-5, 1 P-4, 1 P-3
Communications and Public Information Office
(29 posts)
2 P-4, 2 P-3, 2 FS, 2 NPO, 17 NGS, 4 UNV
Political Affairs Section
(12 posts)
1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 FS,[a] 2 NGS, 3 UNV
Conduct and Discipline Team
(4 posts)
1 P-5, 1 P-4, 1 FS, 1 NPO

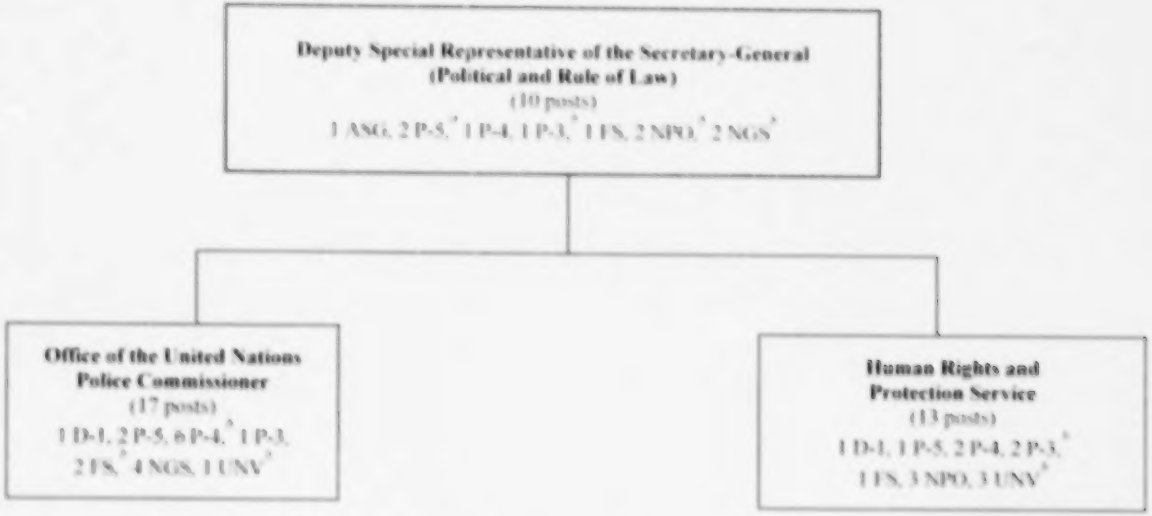
Abbreviations: USG, Under-Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, National General Service; UNV, United Nations Volunteers.

[a] Redeployed.

C. Military operations


Office of the Force Commander
(4 posts)
1 D-2, 1 D-1, 2 FS
Deputy Force Commander/Chief Military Observer
Chief of Staff and Staff Officers
Infantry Company (Nigeria)
Level II hospital (Pakistan)
Aviation Unit (Ukraine)
Military Observers

Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

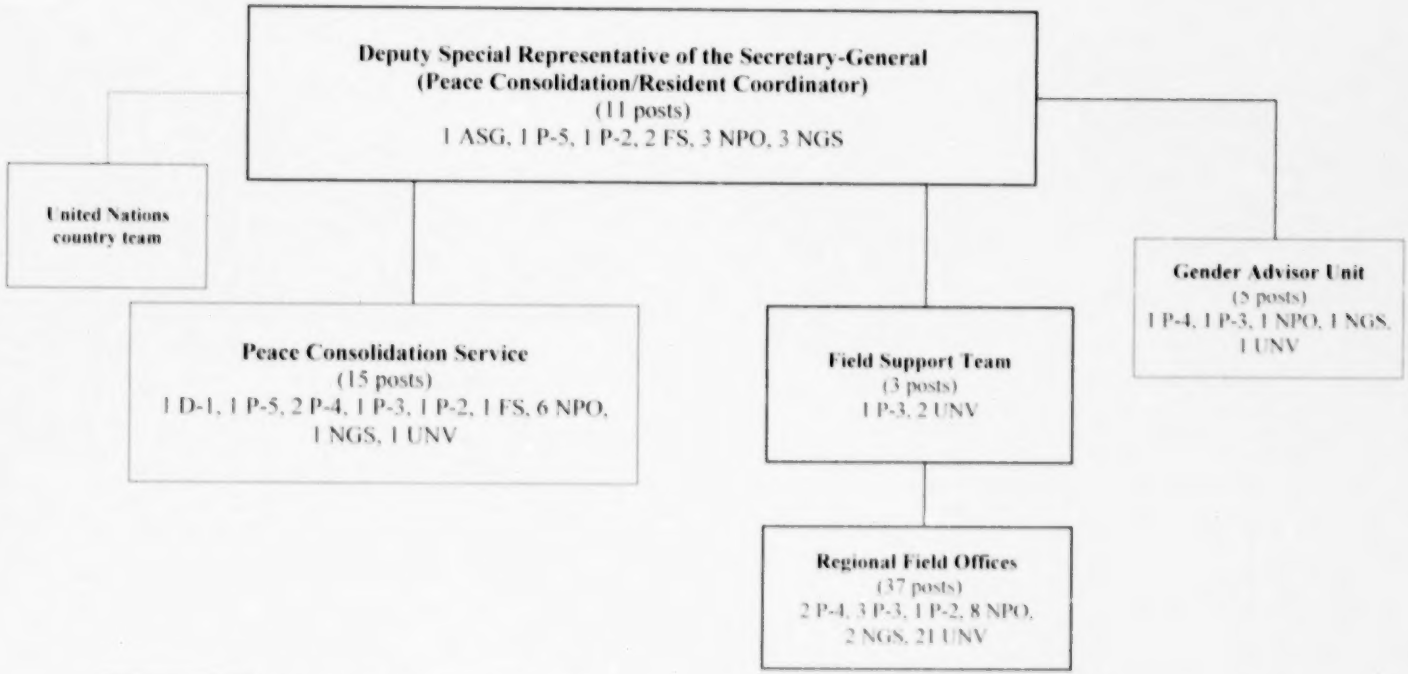

Deputy Special Representative of the Secretary-General
(Political and Rule of Law)
(10 posts)
1 ASG, 2 P-5,[a] 1 P-4, 1 P-3,[b] 1 FS, 2 NPO,[b] 2 NGS[b]
Office of the United Nations
Police Commissioner
(17 posts)
1 D-1, 2 P-5, 6 P-4,[b] 1 P-3,
2 FS,[b] 4 NGS, 1 UNV[b]
Human Rights and
Protection Service
(13 posts)
1 D-1, 1 P-5, 2 P-4, 2 P-3,[b]
1 FS, 3 NPO, 3 UNV[b]

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, National General Service; UNV, United Nations Volunteers.

[a] Reassigned.

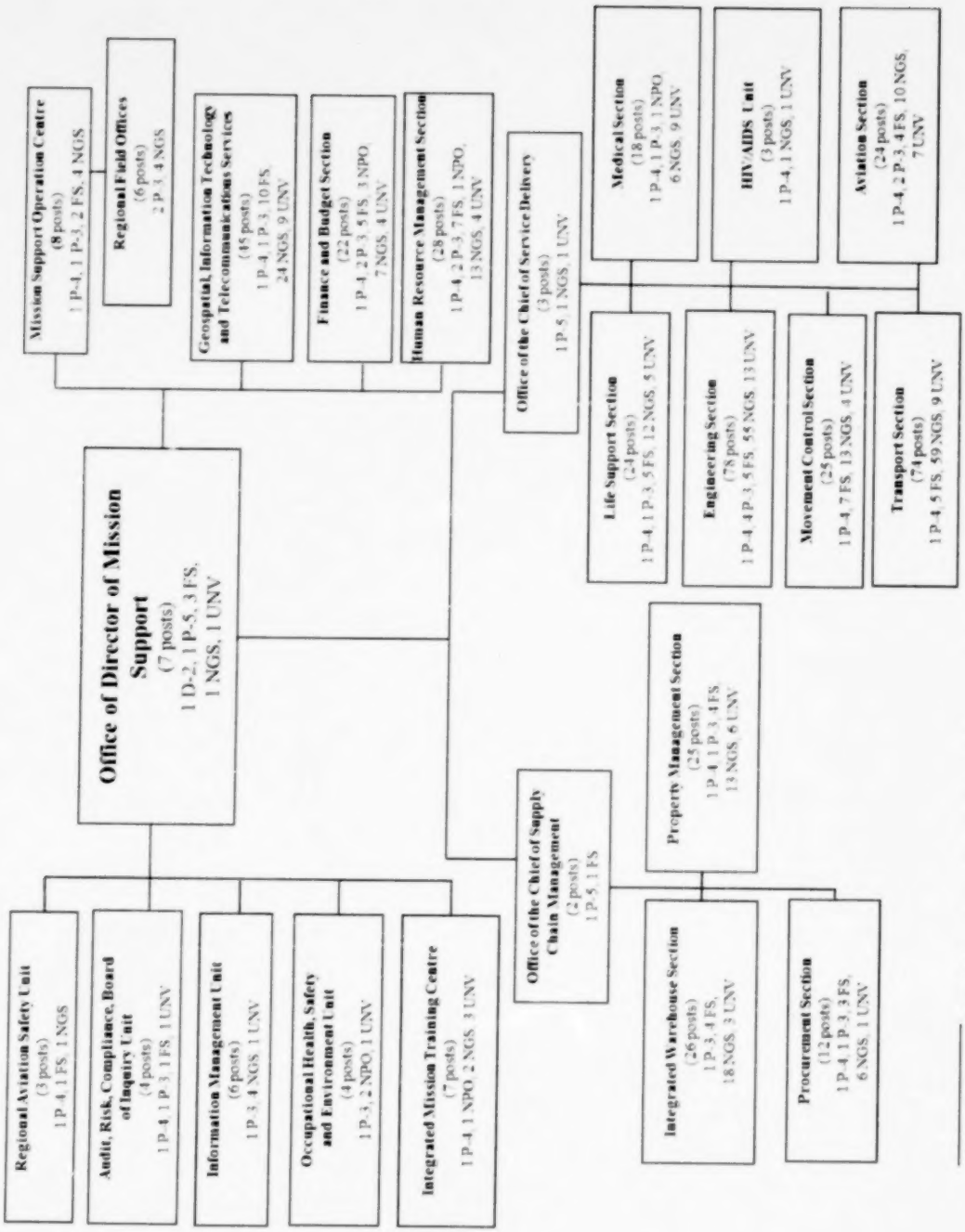
[b] Redeployed.

E. Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)


Deputy Special Representative of the Secretary-General
(Peace Consolidation/Resident Coordinator)
(11 posts)
1 ASG, 1 P-5, 1 P-2, 2 FS, 3 NPO, 3 NGS
United Nations country team
Peace Consolidation Service
(15 posts)
1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2, 1 FS, 6 NPO, 1 NGS, 1 UNV
Field Support Team
(3 posts)
1 P-3, 2 UNV
Gender Advisor Unit
(5 posts)
1 P-4, 1 P-3, 1 NPO, 1 NGS, 1 UNV
Regional Field Offices
(37 posts)
2 P-4, 3 P-3, 1 P-2, 8 NPO, 2 NGS, 21 UNV

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, National General Service; UNV, United Nations Volunteers.

F. Division of Mission Support


Office of Director of Mission Support
(7 posts)
1 D-2, 1 P-5, 3 FS, 1 NGS, 1 UNV
Regional Aviation Safety Unit
(3 posts)
1 P-4, 1 FS, 1 NGS
Audit, Risk, Compliance, Board of Inquiry Unit
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 UNV
Information Management Unit
(6 posts)
1 P-3, 4 NGS, 1 UNV
Occupational Health, Safety and Environment Unit
(4 posts)
1 P-3, 2 NPO, 1 UNV
Integrated Mission Training Centre
(7 posts)
1 P-4, 1 NPO, 2 NGS, 3 UNV
Mission Support Operation Centre
(8 posts)
1 P-4, 1 P-3, 2 FS, 4 NGS
Regional Field Offices
(6 posts)
2 P-3, 4 NGS
Geospatial, Information Technology and Telecommunications Services
(45 posts)
1 P-4, 1 P-3, 10 FS, 24 NGS, 9 UNV
Finance and Budget Section
(22 posts)
1 P-4, 2 P-3, 5 FS, 3 NPO, 7 NGS, 4 UNV
Human Resource Management Section
(28 posts)
1 P-4, 2 P-3, 7 FS, 1 NPO, 13 NGS, 4 UNV
Office of the Chief of Service Delivery
(3 posts)
1 P-5, 1 NGS, 1 UNV
Life Support Section
(24 posts)
1 P-4, 1 P-3, 5 FS, 12 NGS, 5 UNV
Engineering Section
(78 posts)
1 P-4, 4 P-3, 5 FS, 55 NGS, 13 UNV
Movement Control Section
(25 posts)
1 P-4, 7 FS, 13 NGS, 4 UNV
Transport Section
(74 posts)
1 P-4, 5 FS, 59 NGS, 9 UNV
Medical Section
(18 posts)
1 P-4, 1 P-3, 1 NPO, 6 NGS, 9 UNV
HIV/AIDS Unit
(3 posts)
1 P-4, 1 NGS, 1 UNV
Aviation Section
(24 posts)
1 P-4, 2 P-3, 4 FS, 10 NGS, 7 UNV
Office of the Chief of Supply Chain Management
(2 posts)
1 P-5, 1 FS
Property Management Section
(25 posts)
1 P-4, 1 P-3, 4 FS, 13 NGS, 6 UNV
Integrated Warehouse Section
(26 posts)
1 P-3, 4 FS, 18 NGS, 3 UNV
Procurement Section
(12 posts)
1 P-4, 1 P-3, 3 FS, 6 NGS, 1 UNV

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, National General Service; UNV, United Nations Volunteers.

Annex III

Information on funding provisions and activities of United Nations agencies funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve the quality of life of the Liberian people and promote sustainable and equitable socioeconomic development by ensuring a secure environment where peace and the rule of law are upheld ($24 million — United Nations country team)	• Liberia has an improved inclusive rule of law framework for effective administration of justice and equitable access to justice in compliance with international human rights standards • Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional, county and local levels • Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels	• Develop a legal framework on harmonization of customary and statutory justice systems, in compliance with international human rights standards • Strengthen the Liberia Independent National Commission on Human Rights in order to implement its mandate to improve the human rights situation • Promote the socioeconomic recovery and political participation of women and girls in post-conflict situations through women's engagement and participation in peacebuilding, reconciliation and sustaining peace, focusing on peace building and recovery • Enhance the protection of vulnerable groups in the justice system, including women, children, refugees, internally displaced persons and persons with disabilities • Improve public knowledge of legal rights and remedies for access to justice • Increase institutional and professional capacity of rule-of-law institutions to effectively administer justice • Enhance transitional justice, as captured in the Strategic Road Map for National Healing Peacebuilding and Reconciliation • Empower women, youth and vulnerable groups to participate and assume leadership roles for peacebuilding and national reconciliation • Set up regional hubs with the capacity to deliver services • Enhance security sector oversight, accountability and management structures enhanced • Enhance female empowerment in security sector institutions	• United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Ministry of Planning and Economic Affairs, Governance Commission Land Commission

Priorities	Outcomes	Outputs	Lead partners, mechanism
To transform the economy to meet the demands of Liberians by leveraging foreign direct investment in mining and plantations to develop the domestic private sector; provide employment for the youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability; and improve agriculture to expand the economy for rural participation and food security ($20 million — United Nations country team)	• Improved sustainable natural resource utilization and food security • Improved equal access to opportunities for sustainable livelihoods in an innovative and competitive private sector for rural and urban areas • Improved access to sustainable basic infrastructure • Improved evidence-based policies to maintain a stable and inclusive macroeconomic environment	• Increase and diversify agricultural production and productivity of smallholder farmers • Expand value-added, post-harvest food processing facilities and market linkages for smallholder farmer organizations • Expand productive safety nets with focus on smallholder youth and women farmers in selected target areas • Empower women economically through support for increased skill development, women's business development and livelihoods • Protect and assure the safety, physical and mental health, security and human rights of women and girls • Improve the utilization of natural resources, including land water and forest • Increase the capacities of public and community-level institutions to coordinate, deliver and monitor food security programmes • Strengthen capacities for promotion and implementation of labour and employment policies, legislation and partnerships • Develop mechanisms to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2018 • Increase access to business development services and quality vocational training, focusing on employment creation and development of micro, small and medium-sized enterprises, targeting youth, women and persons with disabilities • Enhance access to sustainable financial services, market linkages and value-chain upgrading for micro, small and medium-sized enterprises, with a special focus on rural areas • Prepare national urban development strategy, plans and legal frameworks and strengthen capacities for implementation by 2018	• World Bank, UNDP, WFP, Food and Agriculture Organization of the United Nations (FAO), UN-Women, UNFPA, United Nations Office for Project Services (UNOPS), Ministry of Finance, Ministry of Planning, Ministry of Agriculture, Ministry of Labour

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Develop policy frameworks for increasing access to adequate and affordable housing; strengthen the capacity of the National Housing Authority for implementation by 2018 • Expand agricultural and marketing infrastructure • Enhance capacities of national agencies for on-grid and off-grid electricity provision, with a particular focus on providing alternative energy sources to rural communities by 2018 • Enhance national and local capacities for macroeconomic modelling and policy research, development and advocacy, with a focus on data collection, analysis and utilization toward effective socioeconomic surveillance and monitoring of development results, including progress toward the Sustainable Development Goals, by 2018 • Strengthen the national framework for regional and global economic cooperation and integration toward macroeconomic harmonization and convergence by 2018, with a focus on international trade • Strengthen capacities for fiscal and monetary policy management, including for gender-responsive budgeting, with a focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending	
To improve quality of life by investing in quality education, affordable and accessible quality health care, social protection for vulnerable citizens and equitable access to environmentally	• Increased access to and utilization of equitable, affordable and high-quality health and nutrition services • Social welfare systems and services are improved and utilized, in particular by the most vulnerable groups and individuals	• Strengthen national capacity to provide comprehensive maternal and newborn health services, with emphasis on the most vulnerable and marginalized communities, in accordance with national policies • Increase the awareness and knowledge on the part of women and adolescents of maternal and newborn health-care information and services • Strengthen the capacity of the Ministry of Health and Social Welfare to implement and monitor the essential package of health services at all levels, within a human rights framework	• UNICEF, UN-Women, WFP, World Health Organization (WHO), UNFPA, UNDP, UNOPS, International Organization for Migration (IOM), Ministry of Planning and Economic Affairs,

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
friendly water and sanitation services ($25 million — United Nations country team)	• Vulnerable households and groups benefit from appropriate social protection services and systems • Increased utilization of safe water and safe sanitation and hygiene practices in underserved areas • School-aged children and youth have increased access to high-quality and inclusive early childhood development, basic post-basic and alternative basic education, in particular in counties with education indicators below the national average	• Enhance the technical capacity of health workers and community volunteers to increase case management coverage of common childhood illness at the community level • Enhance the national capacity to maintain immunization coverage over 90 percent in all counties • Enhance the capacity of health workers and community volunteers to deliver essential nutrition interventions, with decentralized service delivery at the community level • Enhance the knowledge and skills of caregivers to carry out optimal feeding and care practices for children under the age of 2, with a focus on the south-eastern counties and among the urban poor • Design, model and pilot a holistic early childhood development approach • Improve children's learning level in basic education • Strengthen education management systems and the decentralization process • Enhance the education management information system at the Ministry of Education • Strengthen and expand the provision of post-basic education • Design and implement alternative basic education for out-of-school children, youth, women and persons with disabilities • Increase Government ownership and implementation of effective school feeding programmes in low-performing areas • Create and integrate curriculum and increase understanding among children, youth and the general public of peace, tolerance and national identity • Development, endorsement and passage of legislation on technical and vocational education and training • Improve the capacity of relevant actors to manage social welfare cases, monitor residential facilities and promote family-based care	Ministry of Education, Ministry of Health and Social Welfare

Priorities	Outcomes	Outputs	Lead, partners, mechanism
		• Make birth registration services available across the country • Create safe and secure environments across the country for survivors and individuals at risk of violence, harmful traditional practices, exploitation, discrimination and abuse and neglect • Enhance the capacity of the Government of Liberia to coordinate and deliver social protection services • Ensure that vulnerable populations, in particular youth, are better prepared for work and have increased opportunities for transitional income-generation • Provide appropriate safety net transfers to the most vulnerable households and individuals • Improve water and sanitation services for 400,000 persons and expanded knowledge of safe hygiene practices in underserved areas • Implement the water, sanitation and hygiene package at 500 additional primary schools and 50 health facilities in underserved areas • Establish governing bodies on water, sanitation and hygiene • Strengthen the capacity of the water, sanitation and hygiene sector at the central and county levels • Strengthen the financial management capacity in the water, sanitation and hygiene sector at the central level	
To promote attainment of the highest possible level of health by the Liberian people through supporting Government partners and stakeholders in achieving priority health objectives	• Scaled up access to and utilization of HIV prevention, treatment, care and support services • Reduction of Liberia's burden of communicable diseases, including HIV/AIDS, hepatitis,	• Increase knowledge and understanding of the causes of HIV infection and of prevention measures among youth and adolescents • Increase the number of women accessing antiretroviral drugs and therapy services • Strengthen the capacity of the National AIDS Commission to implement a multi-sectoral and decentralized national response to HIV • Increase the number of people living with HIV with access to high-quality care, treatment and support services	• WHO, Ministry of Health, National AIDS Commission, Joint United Nations Programme on HIV/AIDS, UNDP, UNICEF, UNFPA, United States Agency for International Development,

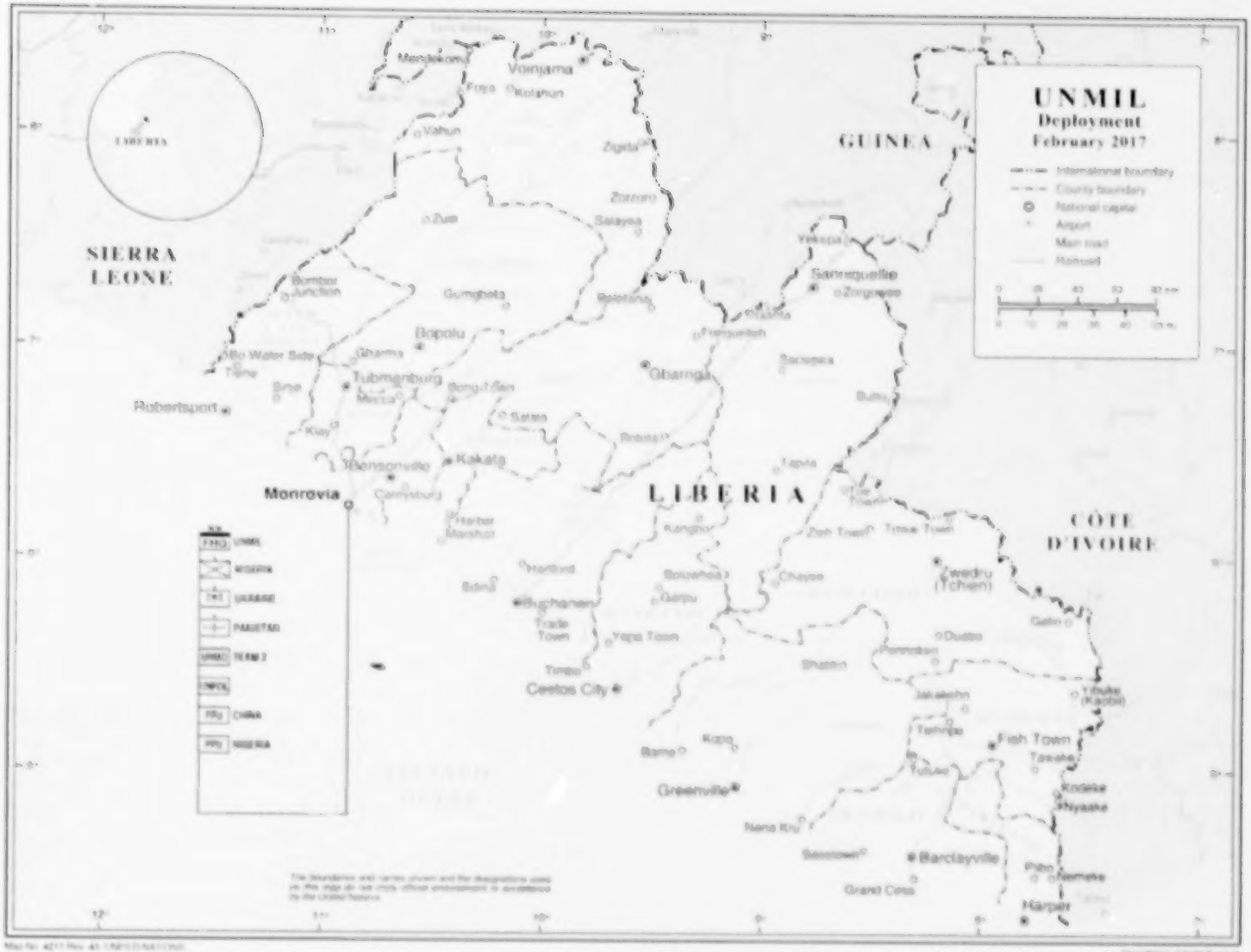
Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
	tuberculosis, malaria, other neglected tropical diseases and vaccine-preventable diseases	• Increase the capacity of Liberia to delivery key HIV interventions and hepatitis interventions • Increase the capacity of Liberia to implement the global strategy for tuberculosis prevention care and control • Increase the capacity of Liberia to implement an evidence-based strategic plan on malaria, a road map on neglected tropical diseases and the Global Vaccine Action Plan 2011-2020	UNMIL, United States Centres for Disease Control and Prevention, Global Fund to Fight AIDS, Tuberculosis and Malaria, Sightsavers, GAVI Alliance
	• Reduction of Liberia's burden of non-communicable diseases, including cardiovascular diseases, cancer, chronic lung diseases, diabetes, mental disorders, violence and injuries	• Increase the capacity of Liberia to implement a national multi-sectoral policy and plan to prevent and control non-communicable diseases • Increase capacity to implement a comprehensive mental health action plan and injury prevention plans, including the Global Plan for the Decade of Action for Road Safety 2011-2020	• WHO, Ministry of Health, Ministry of Transport, Ministry of Commerce, Ministry of Education, Ministry of Information, Ministry of Youth, UNDP, UNICEF, WFP, FAO, UNMIL, UNFPA, United States Centres for Disease Control and Prevention, Carter Centre
	• Promotion of good health at key stages of life, taking into account health equity, social determinants of health and human rights in Liberia • Liberia's national health system	• Increase the capacity of Liberia to implement a comprehensive maternal, infant and young child nutrition plan • Increase access to and quality of effective interventions for ending preventable maternal, perinatal and newborn deaths • Strengthen policy, capacity and inter-sectoral action to address social determinants of health and reduce health inequities through universal health coverage, in line with Sustainable Development Goals	• WHO, Ministry of Health, Ministry of Gender, Ministry of Youth, Environmental Protection Agency, UNAIDS, UNDP, UNICEF, UNFPA, United States Agency for

Priorities	Outcomes	Outputs	Lead partners, mechanisms
	strengthened to provide primary health care and universal coverage	• Enhance capacity to assess health risks and implement policies, strategies and regulations to prevent, mitigate and manage the health impact of environmental and occupation risks • Enhance governance capacity in Liberia in order to formulate, implement and review comprehensive national health policies, strategies and plans • Support an equitable integrated people-centred service delivery system, improved access to drugs and health technologies and effective health information systems • Strengthen core capacity in line with the International Health Regulations	International Development, UNMIL, United States Centres for Disease Control and Prevention, Global Fund to Fight AIDS, Tuberculosis and Malaria, European Union, Swedish International Development Cooperation Agency, Global Affairs Canada
	• Reduction of mortality, morbidity and social disruption resulting from epidemics, natural disasters, conflicts and other emergencies and from antimicrobial resistance	• Strengthen preparedness and response capacity for epidemic and pandemic threats • Enhance core capacity to manage health risks associated with disasters and conflicts and to control risk of foodborne diseases • Enhance capacity to stop poliovirus transmission and to respond effectively to all outbreaks and crises	• WHO, Ministry of Health, Ministry of Gender, Ministry of Youth, Environmental Protection Agency, UNAIDS, UNDP, UNICEF, UNFPA, United States Agency for International Development, UNMIL, European Union, United States Centres for Disease Control and Prevention, Global Fund to Fight AIDS, Tuberculosis and Malaria, European Union, Swedish

Priorities	Outcomes	Outputs	Lead partners, mechanism
			International Development Cooperation Agency, Global Affairs Canada
	• Enhanced WHO organizational leadership; incorporated services needed to maintain the integrity and efficient function of WHO; improved transparency, accountability, risk management, strategic planning, resource management and reporting	• Effective leadership and coordination of WHO work at the country level • Effective mechanisms for engaging with other sectors, including civil society and non-State actors, on a common health agenda	• WHO, Ministry of Health, Ministry of Internal Affairs, Ministry of Gender, Ministry of Youth, Environmental Protection Agency, Liberian National Police, Armed Forces of Liberia, National Disaster Relief Commission UNAIDS, UNDP, UNICEF, UNFPA, United States Agency for International Development, UNMIL, United States Centres for Disease Control and Prevention, Global Fund to Fight AIDS, Tuberculosis and Malaria, European Union, Swedish International Development Cooperation Agency, Global Affairs Canada, Ministry of Health, United Nations country team

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To build and operate efficient and effective institutions and systems, in partnership with citizens, that will promote and uphold democratic governance, accountability and justice for all and strengthen peace ($12.8 million — United Nations country team)	• Completion of a review of the Constitution and plans for a referendum in 2018, within a framework that guarantees democratic governance and equal rights for all citizens • An effective and efficient natural resources management framework enabling the transparent, accountable and equitable distribution of economic benefits and the protection of the rights of all • An improved and decentralized public sector and civil service providing fair and accountable basic services	• Formulation and endorsement of an expanded comprehensive regulatory framework for natural resources management • Establish and make operational a complaint and redress mechanism for natural resources management • Enhance the capacity of the Government of Liberia with respect to contracts agreements and concessions negotiations • Enhance the operational and technical capacity of county governments to formulate and implement county development plans and budgets • Enhance the capacity of public sector institutions, with clearly defined mandates, structures and functions • Advance the county service roll-out to over 10 counties; delivery and outreach are informed by the needs and priorities of citizens • Increase women's participation in local level governance, including support to gender mainstreaming in service centres at the county level • Strengthen the capacity of national institutions and government ministries with respect to gender responsive budgeting. • Implementation and support for the national disaster risk reduction policy by a commission with clearly defined mandates • Institute effective public financial management that includes a transparency and accountability mechanism	• UNDP, Office of the United Nations High Commissioner for Refugees, World Bank, IOM, UN-Women, UNOPS, UNFPA, UNESCO, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs, Bureau of Maritime Affairs, Environmental Protection Agency, Liberia Fire Service, Ministry of Justice, Forest Development Authority, Ministry of Agriculture, Ministry of Housing, WFP, UNMIL

Map


UNMIL
Deployment
February 2017
International boundary
County boundary
National capital
Airport
Main road
Railroad
GUINEA
SIERRA LEONE
LIBERIA
CÔTE D'IVOIRE
Monrovia
Robertsport
Bomi Junction
Gbarnga
Sanniquellie
Zwedru (Tchien)
Ganta
Voinjama
Kakata
Buchanan
Greenville
Harper
Barclayville
Fish Town
Tarsue
Ceetos City
Tubmanburg
Bopolu
Klay
Sinje
Tolbo
Bo Water Side
Gumgbota
Zorzor
Salayea
Zuo
Vahun
Foya
Kolahun
Mendekorma
Yekepa
Zigida
Saclepea
Buchanan
Tapita
Zion Town
Tiene Town
Chayee
Duobo
Jekakehn
Youke (Kpoh)
Tchien
Nana Kru
Sasstown
Grand Cess
Pleebo
Fernekeh
Kindeke
Nyaake
Tuluao
Tarjuo
Bano
Kpeg
Yapa Town
Timbo
Shatton
Bouseke
Gorpu
Harbel
Bong Town
Sanoyea
Bong Mines
Totota
Salala
Bensonville
Careysburg
Harper Marshall
Robertsport
Tolbo
Gbarma
Fassiquelle
Kungbor
Bong Town
Bomi
Gbarma
Sinje
Klay
Tubmanburg
Bopolu
Gumgbota
Bomi Junction
Zuo
Salayea
Zorzor
Zigida
Vahun
Kolahun
Foya
Voinjama
Mendekorma
LIBERIA
SIERRA LEONE
GUINEA
CÔTE D'IVOIRE
UNMIL
NIGERIA
UKRAINE
PAKISTAN
CHINA
NIGERIA